

Sales Management

THE MAGAZINE OF MARKETING

UNIVERSITY
OF MICHIGAN

MAR 9 1951

BUSINESS ADMINISTRATION
LIBRARY

ADVENTURES IN SHOPPING

**Cheers or jeers? What retail salespeople say
about 16 famous brands, including:**

Ironrite ironers

Westinghouse TV

Waterman pens

Servel refrigerators

... and what's Sheaffer pen got that the girls go for?
See page 48.

Too Much "Paper Work": Thief of Golden Selling Hours

Pabco cuts it to the bone. See page 37.

66-5

FIFTY CENTS



MAR·1·1951

ONLY GREYVAN

gives 3 Way Assurance

**of Finest Long-Distance Moving
of Employees' Household Goods**

When you transfer personnel to other cities, keep their morale high by having Greyvan handle every phase of the move from start to finish!

That frees your employee from burdensome details . . . permits him to devote all his attention, energy, and enthusiasm to the important task of getting off to a flying start in his new assignment . . . makes it easier for him to accomplish the goals your company had in mind when they made the transfer.

Greyvan has long been noted for the unusually high standards of performance it maintains in every phase of the moving process. Now this outstanding reputation has been supplemented by the awarding of both the Parents' Magazine Commendation Seal and the Good Housekeeping Seal of Approval.

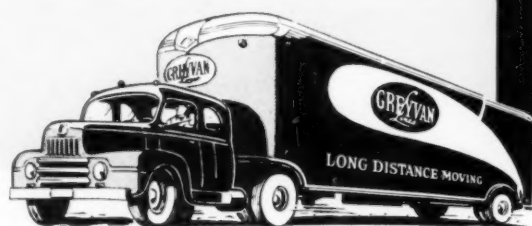
Greyvan is the only long-distance moving company in the world which enjoys this distinction!

Profit by the conclusions of these two great impartial fact-finding organizations and specify Greyvan for all long-distance moving of household goods for your personnel.



EXTRA CARE AT NO EXTRA COST!

The Choice of America's Leading Traffic Managers



FIRST FOR FOOD



Volume buying makes Journal-American families the first choice of New York food advertisers

THERE is no surer proof of a newspaper's selling power in the home and among women than the degree in which food advertisers use it.

During 1950 and for the eighth consecutive year, New York retail food advertisers used more advertising in the Journal-American than in the other two evening papers combined... more than in all the four morning papers combined. And the Journal-American

carried more total food advertising than any other New York paper. 42 of every 100 people who read a metropolitan evening paper read the Journal-American. They have an effective buying income of over 4 billion dollars. And they are reached in the home at a time when they are most receptive to your sales suggestions.

It is an ideal combination for all advertisers who want a volume-buying audience.

768,367

Retail Food Linage Metropolitan
New York Newspapers
For the Year 1950

Source: Media Records

331,355

246,569

364,146

145,315

28,485

28,333

Journal-American

2nd Eve. Paper

3rd Eve. Paper

1st Morn. Paper

2nd Morn. Paper

3rd Morn. Paper

4th Morn. Paper

Journal NEW YORK American

AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY

HEARST ADVERTISING SERVICE

mind over Matter

Each of Benjamin Franklin's achievements was marked by bold thinking in advance of action. His heritage of better living for the world stemmed from original ideas. In the preparation and production of successful direct advertising, the *idea* is the critically important starting point.

Intelligent, production-wise preparation of mailadvertising is one of the many James Gray services.

For original business-building ideas, brilliant copy and effective layout . . . with or without processing operations . . . call Gray.



James Gray Inc.

IDEA MEN ★ LITHOGRAPHERS
LETTERCRAFTSMEN ★ PRINTERS

216 E. 45th St., New York 17, N.Y.
Murray Hill 2-9000

Write for your free copy of James Gray's booklet, "The Wall Calendar — Your Year Round Salesman"

Sales Management

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COMPENSATION

Salesmen Police Their Expenses In United Board's Pay Plan

When a salesman lets his expenses go above the base he automatically boosts his own sales quota. But this is just one feature of a plan that solves territory potentials, house accounts, and a salary-commission arrangement.

By William G. Henry, Sales Manager, United Board & Carton Corp. 56

Survey of Salesmen's Compensation (New Books for Marketing Men)

One in four sales managers is dissatisfied with his sales pay plan . . . the average annual pay of consumer goods salesmen is \$6,200, and that of salesmen of intangibles, \$5,400. These and other facts in a new Harvard study may help you.

By Harry R. Tosdal and Waller Carson, Jr., Harvard University 73

MARKETING METHODS

Distribution in Jig Time: The Story of Terramycin

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Unvarnished reports from the retail salesfront on 16 more famous brand names . . . and what's Sheaffer pen got that the girls go for?

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By Frank Schoonmaker, Director, Production and Sales, Almaden-Madrone Vineyards 42

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Candid comments from top-flight companies issuing millions of copies of comics for dealer training, give-aways, employee relations, and many other purposes.

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You'll glean some useful ideas from Shakeproof on how to use the bold approach to cut down the time between launching a new industrial product and receipt of large-volume orders.

By Jack O'Connor, Manager, New Products Division and
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COMING

Your Market's in the Army Now!

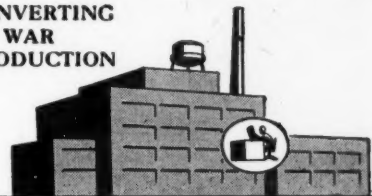
Service exchanges soon will be selling 3.4 million servicemen and women at a \$1 billion-a-year rate.

Another "dig deep" article by Lawrence M. Hughes

Product Information

more vital now than ever!

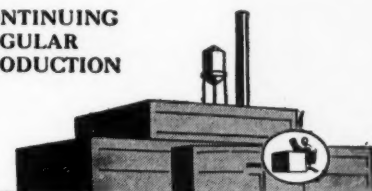
CONVERTING
TO WAR
PRODUCTION



Urgently checking IEN for
up-to-the-minute information on

**EQUIPMENT
PARTS
MATERIALS**

CONTINUING
REGULAR
PRODUCTION



Urgently searching IEN for new and
substitute sources of

**EQUIPMENT
PARTS
MATERIALS**



Both need product information now more than ever! Both depend on Industrial Equipment News as industry's original and most complete service specializing on product information.

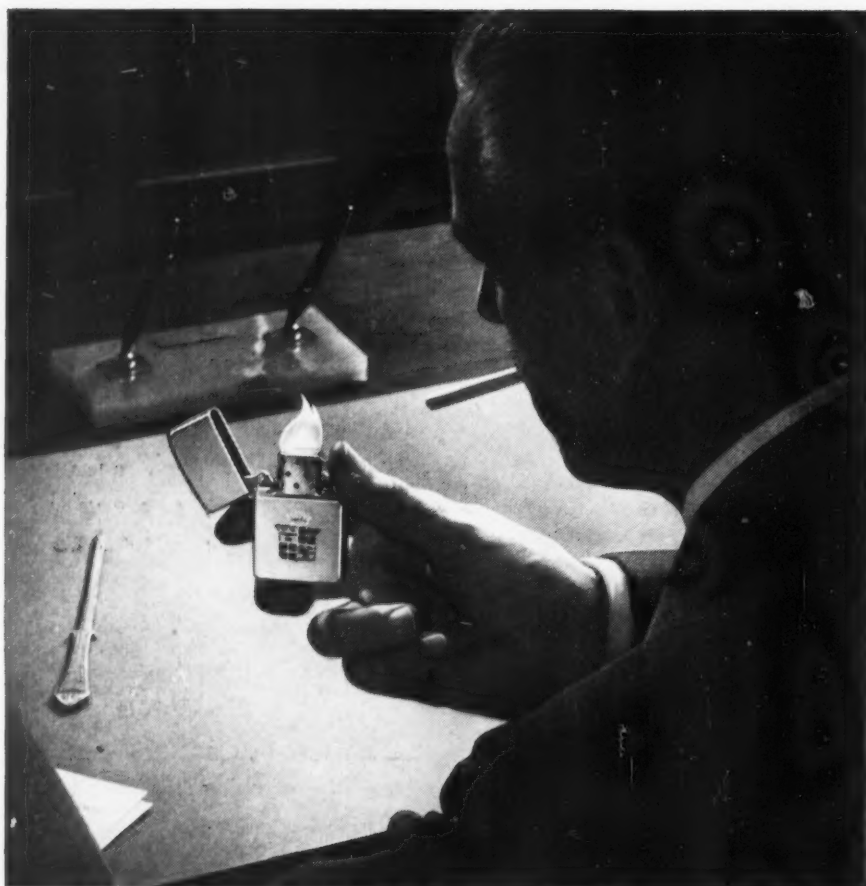
Details? Ask for "The IEN Plan."



Thomas Publishing Company

461 Eighth Avenue, New York 1, N. Y.

BRANCH OFFICES— BOSTON • CHICAGO
CLEVELAND • DETROIT • INDIANAPOLIS
LOS ANGELES • PHILADELPHIA • PITTSBURGH



ZIP Your company name is at his finger-tips!

GIVE ZIPPO and your company name will never be forgotten. For Zippo is the lighter that's so dependable it kindles a glow of goodwill with every zip! That's why Zippo is your best buy for sales incentives, length of service awards, sales promotion premiums, business anniversary gifts . . . whenever you want a name or selling idea *seen and remembered every day for years!*

ZIPPO
the one-zip
windproof lighter



Send Coupon Below for FREE Brochure

Get your copy of the FREE Zippo brochure explaining how you can have your company trade-mark or other message reproduced, in color, on Zippo Lighters at *low cost*. Shows many Zippo models with prices and quantity discounts. *Send the coupon today.*

ZIPPO MANUFACTURING COMPANY Dept. SM-11
Bradford, Pa.

Please send your FREE brochure on Zippo
Goodwill gift ideas.

Company.....

Address.....

City.....State.....

Att'n:.....Title.....

FREE SERVICE! No one has ever paid a cent to repair a Zippo!



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
MANAGING EDITOR.....A. R. Hahn
ASS'T MANAGING EDITOR.....John H. Caldwell
SPECIAL FEATURE EDITOR.....L. M. Hughes
ASSOCIATE EDITORS.....Alice B. Ecke,
Terry Armstrong, Harry Woodward, James M.
Singleton, D. G. Baird, Frank Waggoner
CHICAGO EDITOR.....Lester B. Colby
WASHINGTON EDITOR.....Jerome Shoenfeld
ROVING EDITOR.....A. G. Mezerik
CONSULTING ECONOMIST.....Peter B. B. Andrews
DESK EDITOR.....Mary Camp
ASS'T EDITORS.....Grace Weinrod, Mary Peabody
READERS' SERVICE BUREAU.....H. M. Howard
LIBRARIAN.....Mary Lou Martin

ADVERTISING

PROMOTION MANAGER.....Elliott Eakin
PRODUCTION MANAGER.....Madeleine Roark
RECORDS.....Rose Cutugno

FIELD MANAGERS

NEW YORK 16, N.Y.
386 Fourth Avenue Lexington 2-1760
Merril V. Reed W. E. Dunsby
John W. Hartman Wm. McClenaghan

CHICAGO 1, ILL.
333 N. Michigan Avenue State 2-1266
C. E. Lovejoy, Jr. W. J. Carmichael

SANTA BARBARA, CALIF.
15 East de la Guerra Santa Barbara 6405
P. O. Box 419 Warwick S. Carpenter

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
ASS'T GENERAL MANAGER.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE PRESIDENTS.....C. E. Lovejoy, Jr.,
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

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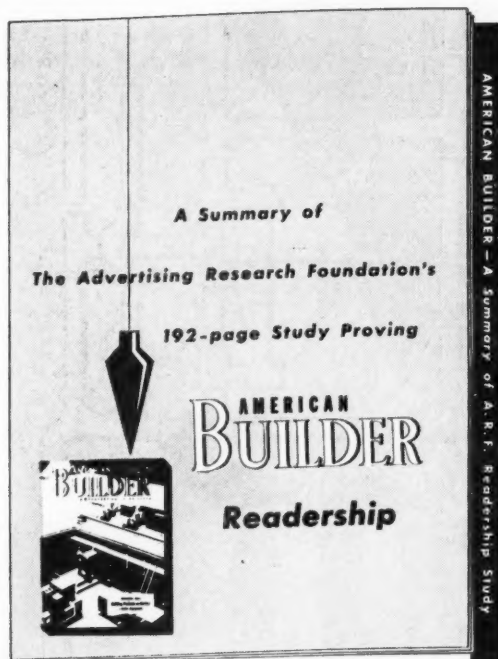


Member
Audit Bureau of Circulations
Associated Business Publications



March 1, 1951 Volume 66 No. 5

Advertising Research Foundation's Readership Study of AMERICAN BUILDER —



*Now available
in booklet form*

Send for this new kind of Copy and Idea Book

Valuable information for sales and advertising executives, account executives and copy chiefs responsible for the sale of products to the huge light construction industry. You can use this impartial study to guide you in planning sales and advertising to the responsive AMERICAN BUILDER audience. Send for your personal copy today.

Highlights of the Study

- 99%** of the qualified readers interviewed, remembered seeing one or more of the advertisements measured.
- 81%** of the readers who claimed to have purchasing influence, stated they specify or recommend makes or brands.
- 89%** of the home subscribers interviewed stated they read every issue of AMERICAN BUILDER.
- 76%** of the readers interviewed remembered seeing one particular black and white advertisement.

First in the Field...

- First in the Building Field
Established 1879
- First in number of subscribers
Over 85,000 subscribers, ABC
- First in number of advertisers
493 advertisers in 1950
- First in number of advertising pages
1,883 pages in 1950

Here, in a 16-page file-size booklet, is a summary of the essential facts brought out in the Advertising Research Foundation's Readership Study of AMERICAN BUILDER. This is the first survey conducted by the A.R.F. for any publication serving the light construction industry.

This booklet features a flow-chart of the 320-page February issue of AMERICAN BUILDER—the issue surveyed. Each bar in the chart is identified—advertising pages by name of manufacturer—editorial pages by title of articles. In this way you get a clear over-all picture of the readership values of all the pages—editorial and advertising, separately and collectively.

In addition, the 10 best-read advertising pages are illustrated for close study, reflecting the selling power of each manufacturer's message. The 10 best-read editorial items are also illustrated, demonstrating the high readership of these pages.

The entire booklet offers a true appraisal of AMERICAN BUILDER's audience and readership, based on the original, comprehensive A.R.F. Readership Study. Write for your booklet. Address your request to:

Robert H. Morris, Publisher

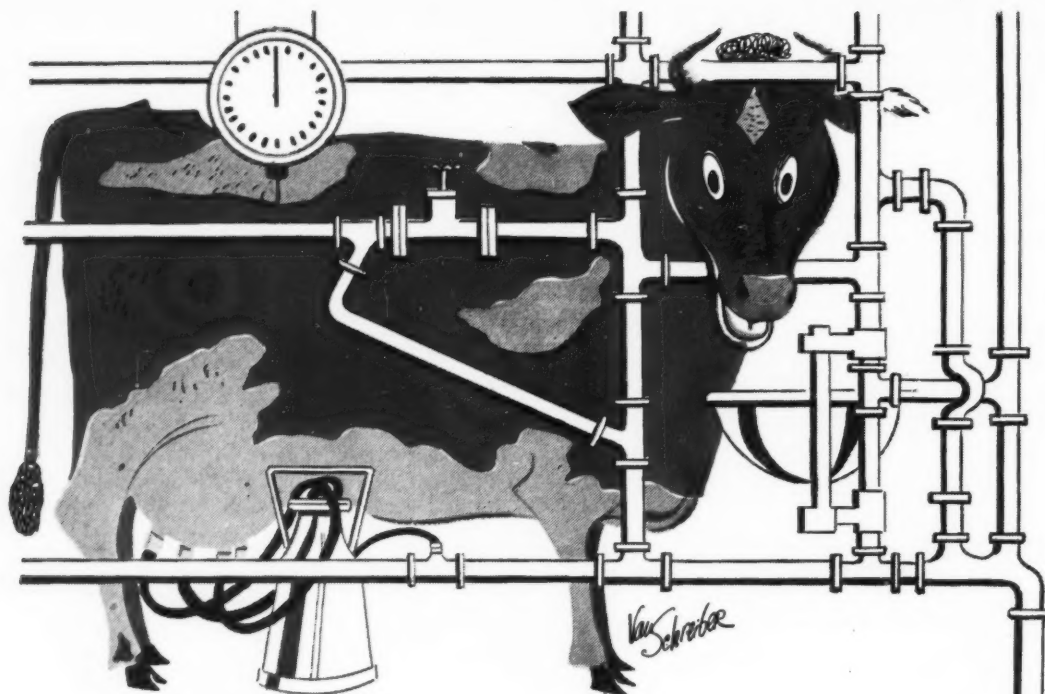
AMERICAN BUILDER

79 West Monroe Street • Chicago 3, Illinois

AMERICAN
BUILDER
A SIMMONS-BOARDMAN PUBLICATION



The Readbook of the Light Construction Industry



Pipe dream!

Gerald Prince, Guthrie Center, Ia., turned a pipe dream into a network! Now on his farm food factory, Bossy placidly munches, hooked up to a milking parlor machine . . . a Rube Goldberg of stainless steel pipes carries her milk from udder to scale, from scale to milk cans, from cans to separators . . . with the cream piped to the cooler, and skim milk to the hog house 160 feet away. With 34 cows to milk, piping ups quality, and saves 375 miles of walking a year!

Farming is a business manufacturing milk and cream, bacon and beefsteak, soybeans and sorghum from sunlight, rain water, soil nutrients and time . . . aided by ingenuity and imagination.

Today's best farm food factories utilize the newest techniques, save steps and seconds, get more production with modern machinery, lighten labor with water systems, and powered tools . . . concentrate on producing more food product, of better quality, at lower cost.

Farming is a family business . . . and the major concern of the manufacturer's wife is lifting living standards . . . making more attractive homes with better furniture



and furnishings, rugs, and draperies . . . cutting daily chores with appliances . . . adding outdoor barbecues and indoor rumpus rooms . . . getting greater leisure, more satisfaction and well-being for the entire family.

Best business opportunity is **SUCCESSFUL FARMING's** audience exceeding 1,200,000 families, with more than a million concentrated in the fifteen agricultural Heart states with the best soil, top investment in herd, crops, and physical plant, greatest mechanization, latest techniques, and the best incomes . . . easily 50% higher than the US farm average.

Advertising in the general media misses much of the nation's best farm audience, needs **SUCCESSFUL FARMING** for its potent penetration, responsive readership, and widespread influence based on four decades of service. Constantly improving their homes and business . . . with a big backlog of savings from ten years of high production . . . and a current outlook for record demand, the SF audience is today's best class market. Ask any SF office for facts . . . **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



THE TILL TELLS THE TALE



IN 1950 THE
CHICAGO DAILY NEWS
AGAIN

FIRST *in Retail*
in General
in Total
GROCERY ADVERTISING

AMONG CHICAGO NEWSPAPERS

The Score

TOTAL GROCERY ADVERTISING PLACED IN CHICAGO
NEWSPAPERS DURING THE YEAR 1950

	RETAIL	GENERAL	TOTAL*	PER CENT
CHICAGO DAILY NEWS	1,957,807	1,694,982	3,652,789	36.8%
DAILY TRIBUNE	565,971	1,629,619	2,195,590	22.2%
SUNDAY TRIBUNE	158,121	514,779	672,900	6.8%
DAILY HERALD-AMERICAN	1,162,147	844,810	2,006,957	20.2%
SUNDAY HERALD-AMERICAN	24,302	402,195	426,497	4.3%
DAILY SUN-TIMES	350,400	383,775	734,175	7.4%
SUNDAY SUN-TIMES	24,755	200,124	224,879	2.3%
	4,243,503	5,670,284	9,913,787	100.0%

*Liquor License Omitted

Source: Media Records

In 1950 the Daily News Published
3,652,789 Lines of Grocery Advertising—784,299 MORE LINES than Any
Other Chicago Paper, Daily and
Sunday Combined.

CHICAGO DAILY NEWS

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: CHICAGO

• NEW YORK OFFICE: 9 Rockefeller Plaza
• DETROIT OFFICE: Free Press Building

• LOS ANGELES OFFICE: Story, Brooks & Finley Inc., 624 Guaranty Bldg.
• MIAMI BEACH: Southern Publications, 420 Lincoln Road

MARCH 1, 1951

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The Human Side

GIFTS BY WIRE

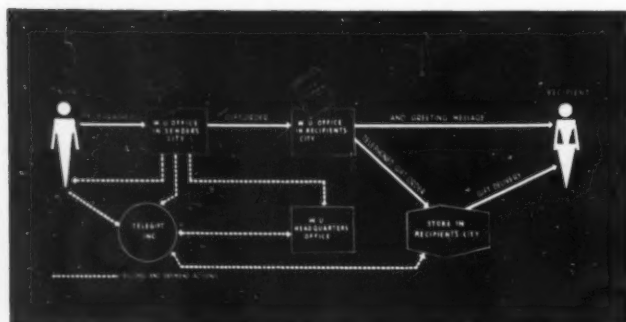
If you manufacture a product with gift appeal you sell it by designing it with sales appeal, packaging it attractively, promoting it carefully, and merchandising it with intelligence. But you'll still be missing one of the sure bets: impulse buying. Of course you may get a certain number of sales, born of purchase impulse, by the law of averages. But until a new service called Telegift, Inc., was born there never had been a way to sell your product to people who read your advertisement at a time when stores are closed or the prospect was dressed for bed—or for that matter, *in* bed. Telegift thinks it has the answer.

Telegift is a new gifts-by-wire-service. The result of two years' planning in the merchandising and advertising fields, it uses the services of more than 3,000 Western Union offices to receive and forward gift orders to leading retail stores throughout the U. S. The stores, in turn, deliver the gift to the fortunate recipient. Telegift's part in the setup will be to advertise and promote the service to the public and act as a clearing house for Telegift orders.

The new service will be launched with a barrage of advertising in newspapers and national magazines early in May, in time to catch the public's fancy for Mother's Day business. Copy will stress the fact that there's no additional charge for the Telegift service: Gift senders will pay only the retail price of the gift and telegram charges. Nothing for gift wrappings and delivery—no matter how distant your giftee lives.

Some of the country's better known stores have jumped on Telegift's bandwagon: Filene's, Boston; Abraham & Straus, Brooklyn; Carson, Pirie, Scott, Chicago; J. L. Hudson, Detroit; Strawbridge & Clothier, Philadelphia, are just a few.

And here's how the idea works: The Gift sender picks



COMPLICATED? . . . Here's the set-up for Telegift service. It's designed to catch Johnny-Come-Lately gifters and impulse buyers.

up his telephone and calls Western Union. He gives W. U. his message, gift selection and the name and address of the recipient. That's all there is to it. From there on in the matter is in W. U.'s hands. It telegraphs the message and the instructions to the Western Union office in the recipient's city. Each W. U. office has a list of cooperating stores in its area, and the store handling the particular item delivers the merchandise, gift wrapped and notifies the giftee to expect delivery.

The donor's part is, of course, the financial one. Western Union bills him for the cost of the telegram and Telegift bills him for the merchandise. Telegift makes no charge for its part of the deal.

Gift merchandise, available under the Telegift plan, will represent the cream of U. S. gift products. Each item is a leading brand name in its field. Prices will range from \$4 to \$40, and Telegift has made every effort to select items which will be suitable to any occasion: Appliances, candy, cosmetics, toys, books, etc.

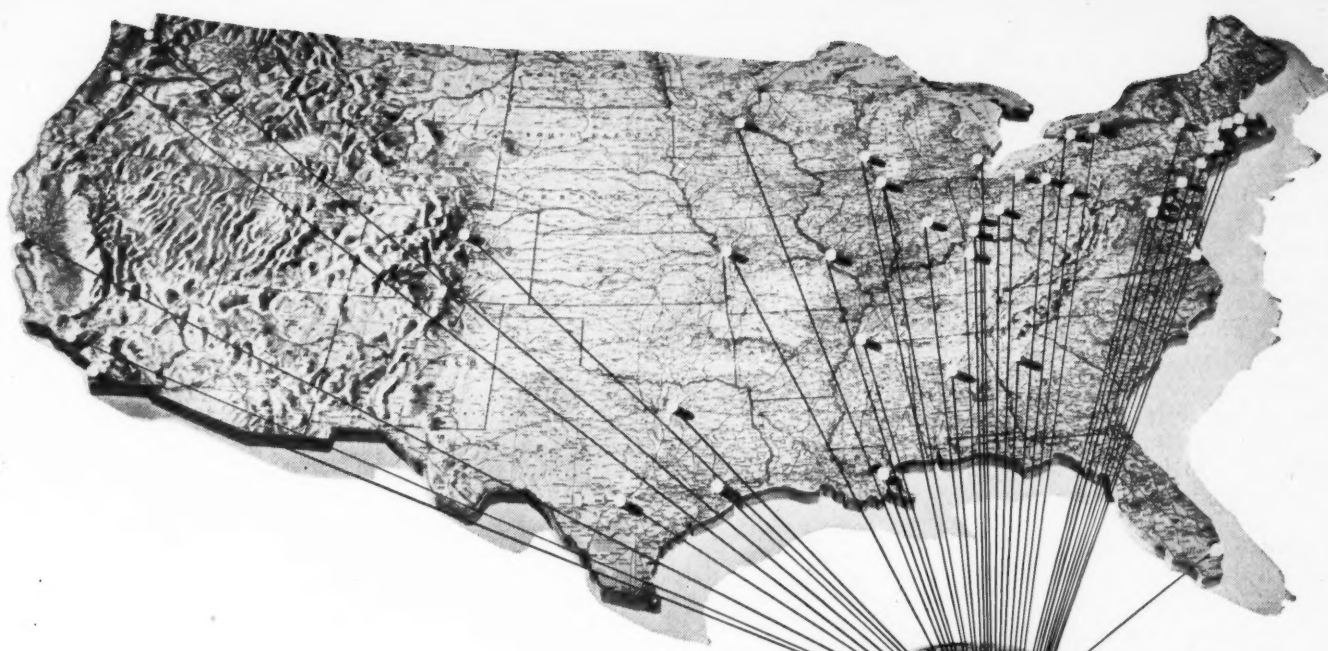
Telegift is going all-out with the launching. It will distribute 5,000,000 personal gift date booklets, into which you file your special birthday, anniversary and gift occasions. These will also boast full-color illustrations of the merchandise available under the Telegift imprint. In addition, a mailing to 50,000 top executives will explain the service.

Telegift believes the plan will be a bonanza to people who invariably forget an important gift occasion until the eleventh hour—especially if the forgotten person lives in a distant city. It's also good for lazy people who dislike the trouble of wrapping, insuring, mailing and the worry of breakage or spoilage!

. . . AS SHE IS SPOKE

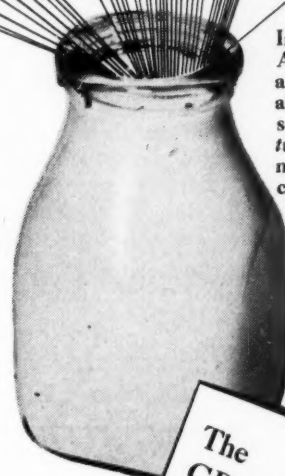
The Berlitz School of Language, with over 300 branches here in the U.S. and abroad, is a sort of barometer of world business and politics. Berlitz brags that it can tell you the troubled spots in the world, as well as the best sales markets, by a quick check on the languages which currently are in greatest vogue among students, businessmen and government people. Consequently, we went up to the Rockefeller Plaza headquarters of the school and talked with Mr. Michael Kinney—an Irish-American who speaks six languages and is, at the moment, studying Arabic, his seventh. He's director of the school.

He doesn't think it means much politically, but Spanish is the number one language currently on Berlitz's hit



Are you Missing the Cream of your Market?

In less than 4% of America's 3,073 counties are 43 markets where almost half the nation's sales are made . . . and two-thirds are made in 162 markets—9% of the counties.



← Advance 1950 Census Figures!

The cream of your market may not be where it *was* ten years ago . . . or even five.

With important shifts and increases in population . . . with fewer than 200 top market areas out of about 3000 . . . it can be all too easy to miss!

But—knowing where the cream of your market is *today*, you can, for example:

Select selling *media* to give sales messages the greatest concentration where the money is spent . . .

See how costs of *distribution* may be reduced by checking the relation of warehouses and distributorships against location of your true market . . .

Gauge effectiveness of a *sales force* by seeing whether terri-

tories are concentrated in the most productive areas.

An analysis of the 162 top markets, based on preliminary U. S. Census figures for 1950, is contained in the booklet THE CREAM OF YOUR MARKET, prepared by J. Walter Thompson Company. It is of particular significance to businessmen in these critical times when efficient marketing technics are more important than ever.

If you would like a copy for your own study, we would be glad to send you THE CREAM OF YOUR MARKET *without charge*.

Write: J. Walter Thompson Company, Department 403, 420 Lexington Avenue, New York 17, N. Y. Twenty-three other offices in strategic marketing centers around the world.

THE CREAM OF YOUR MARKET presents up-to-the-minute answers to questions about each of the 162 markets in which two-thirds of all sales dollars are spent. County by county, for example, it:

- Names the 162 richest markets in order of rank.
- Tells just where people with purchasing power are.
- Shows where population has shifted and grown.
- Lets you see where retail sales are highest.
- Shows you the number of retail outlets.

A new colored map, made up from the 1950 census figures, lets you locate at a glance the U. S. areas where you can sell most at least expense. Shows you the share of sales by nine major kinds of business.

Specific examples show how others have successfully applied similar facts and figures to their own problems. **Send for your free copy.**

parade. Business is responsible, he thinks. Berlitz has taught Spanish to hundreds of sales representatives and other employes of big U.S. companies that operate partially in South America. The second favorite language at Berlitz is French. Russian has come up from eighth place to third in seven months. And that, says Mr. K., is definitely because of the world situation. Fourth most popular language is English. People taking English are a heterogenous group: Americans who want to improve their diction, new citizens and business people from abroad who are working here.

Hebrew has become very active in the Berlitz system. Since Israel won independence, business and trading with the U.S. has been fairly brisk and many Americans who make trips to Israel on selling missions have found that it helps to speak the language.

Berlitz has always looked with favor on instruction in foreign languages to sales staffs of corporations with outside-U.S. operations. If an American company wishes to have, say, Spanish taught to its personnel, Berlitz goes all out to make the operation as painless and successful as possible. First, the school makes a special rate, which it can afford to do because of the larger scope of operations. Second, it sends the instructor to the company as a convenience. And third, it sends, whenever possible, a teacher with a working background of the area of the country in which the company operates and who has a special understanding of the company's operations. If, for instance, it is a chemical company that is having Berlitz train its people, the school endeavors to send a teacher who has had a chemical background in

that particular country. In this way the teaching can be pin-pointed, and the courses speeded up.

One large company has a neat solution to the problem of employe-students who look on such classes as a sort of play period. The company pays all the student's tuition *only* if he makes a certain grade. The percentage paid is in direct proportion to the grade made!

Mr. Kinney estimates that 85% of people taking a language at Berlitz do so for business reasons. And Berlitz New York, where between 350 and 400 students are taught each month, has trained airline hostesses on outside-U.S. runs, employes of oil companies, rubber companies, the baking industry (which even Mr. Kinney thinks a little strange) and divers kinds of American business with interests in far-flung corners of the world. It even taught one company's sales force Hindustani!

A thing most people don't know is that Berlitz is as American as the hot dog. Far from being founded abroad and then coming to the U.S., Berlitz was founded 73 years ago in Providence, R.I., and spread out from there to Boston, Paris and practically every world city of size.

All teachers at Berlitz are required to teach in their native language and to use only that language in the classroom. To insure that no teacher winks at the rule, there is a system of radio loudspeakers in each classroom and one of the Berlitz people acts as monitor all day, listening to what is happening in the various classrooms. It's a Police State which pays off in better linguists!

MORE FOOD ADVERTISING *than any newspaper in New York or New Jersey*

MORE FOOD SALES *than any but 10 counties in the U. S. A.*

*... that's the 1950 advertising and market
picture of the Newark, New Jersey territory*

NEWARK NEWS
Evening and Sunday
NEWARK 1, NEW JERSEY



Farm and Ranch · Southern Agriculturist

SERVES AND SELLS
the South and Southwest

**ACCORDING
TO PLAN**



One of the many services offered its readers by Farm & Ranch-Southern Agriculturist is the furnishing of house plans, designed strictly for Southern living...

Last year, 68,639 construction plans and booklets were supplied at readers' requests. 11,764 of these were house plans at one dollar each—enough to house a city of 50,000!

This response to a Farm & Ranch-Southern Agriculturist offer isn't unusual—just as subscriber response to the advertising in the South's biggest farm publication is expected and received. With \$10,000,000,000 more cash on hand than in 1940, the New South is ready to buy—and the guide to buying for more than 1,290,000 Southern and Southwestern farm and ranch families is Farm & Ranch-Southern Agriculturist.

NO OTHER PUBLICATION can assure your advertising so warm a welcome in so many Southern and Southwestern farm and ranch homes. Farm & Ranch-Southern Agriculturist has the confidence and friendship of its readers—according to plan!

Circulation Guarantee 1,290,000

For more information, write, wire or phone any of the offices listed

FARM AND RANCH PUBLISHING CO.

Nashville 10, Tenn.
318 Murfreesboro Road
Telephone: 42-5511

New York 17
122 E. 42nd St.
Murray Hill 5-6815

Chicago 1
333 N. Michigan Ave.
Dearborn 2-5182

Atlanta 3
410 Forsyth Bldg.
Lamar 8811

Dallas 2
2027 1/2 Young St.
Riverside 1181

San Francisco 3
Simpson-Reilly, Ltd.
1709 W. 8th St.
DUmkirk 8-1179

Los Angeles 17
Simpson-Reilly, Ltd.
703 Market St.
Douglas 2-4994

In the **LATEST MAJOR**
NEWSPAPER RESEARCH REPORT...

METRO

**Mighty METRO gets the highest over-all readership
of any feature section—including “This Week” and “American Weekly”—
in The Atlanta Journal of Sunday, Oct. 15, 1950**

IN SURVEY AFTER SURVEY, in city after city — Milwaukee, Detroit, Pittsburgh, Cincinnati, and now Atlanta — *the story is the same.*

Mighty METRO enjoys the highest over-all readership of any feature section of the entire paper. Ask the nearest METRO office to show you the complete Atlanta report.

This latest authoritative survey adds impressive proof of what Mighty METRO has been saying all along.

People like best what they know best. Be-

cause Mighty METRO is edited on the spot in each of its score of cities — edited to the tastes and likes of the people of these communities — there is more reader interest in Metro's pages than in the pages of general National magazines!

Enlarge this local story to the National scale and you'll see one more reason why more and more advertisers are making Metro their *Sunday Basic Buy!*

Not only has Mighty METRO a unique readership story, but it also gives you the

Individually edited by these leading Sunday Newspapers:

ATLANTA *Journal-Constitution*
BALTIMORE *Sun*
BOSTON *Globe and/or Herald*
BUFFALO *Courier-Express*
CHICAGO *Tribune*
CINCINNATI *Enquirer*

CLEVELAND *Plain Dealer*
DES MOINES *Register*
DETROIT *News and/or Free Press*
INDIANAPOLIS *Star*
LOS ANGELES *Times*
MILWAUKEE *Journal*

MINNEAPOLIS *Tribune*
NEW ORLEANS *Times-Picayune & States*
NEW YORK *News*
PHILADELPHIA *Inquirer*
PITTSBURGH *Press*
PROVIDENCE *Journal*

ST. LOUIS *Globe-Democrat
and/or Post-Dispatch*
ST. PAUL *Pioneer Press*
SEATTLE *Times*
SPRINGFIELD *Republican*
SYRACUSE *Post-Standard*
WASHINGTON *Star*

METROPOLITAN SUNDAY NEWSPAPERS, INC.

Sales Offices for Metro Magazines and Metro Comics . . . NEW YORK • CHICAGO • DETROIT • SAN FRANCISCO • LOS ANGELES

WINS *again!*

world's largest magazine circulation. Here are the figures:

METRO Over 14,000,000

THIS WEEK Over 10,000,000

AMERICAN WEEKLY Over 9,600,000

PARADE Over 5,100,000

Circulation figures based on latest ABC reports

METRO'S circulation is concentrated in the Nation's leading trading areas where two-thirds of all U. S. retail sales are made!

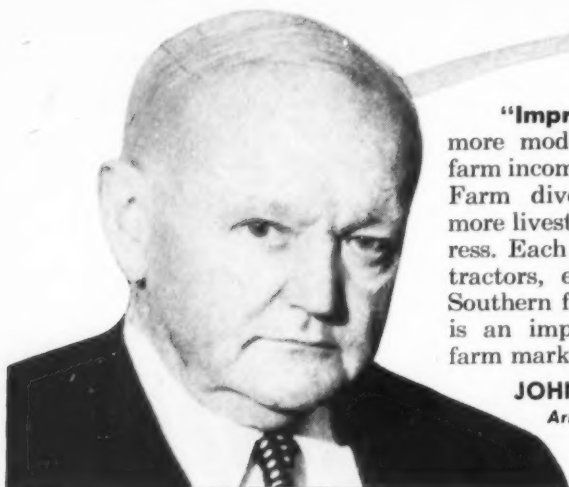
METRO delivers 50%-100% coverage in every one of its publishing cities and in more than 500 other cities! It is an integral part of more than a score of the Nation's leading Sunday papers—the Number One paper in city after city!

Your ads in METRO can get, per dollar, up to three times higher readership than in other leading magazines—for both men and women!

These facts add up to one thing: Make METRO your SUNDAY BASIC BUY!

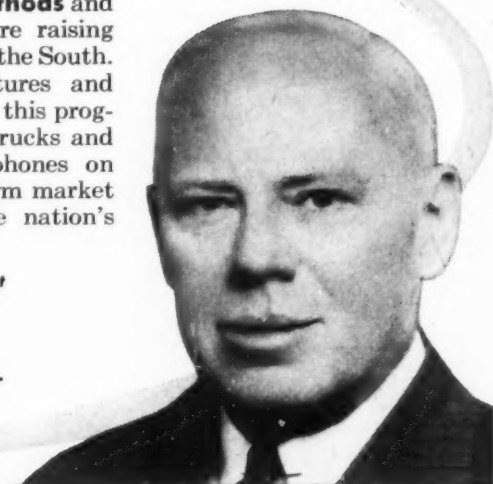
Make METRO your Sunday BASIC BUY





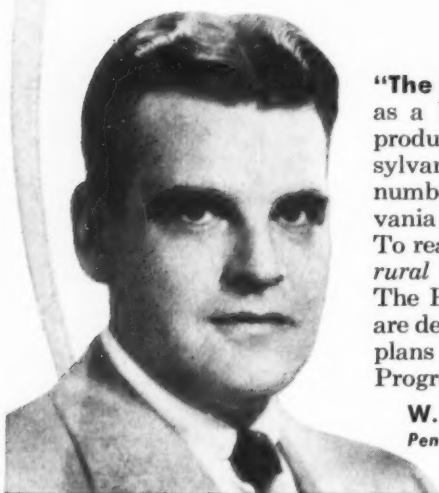
"Improved agricultural methods and more modern farm equipment are raising farm income to a new high level in the South. Farm diversification, more pastures and more livestock are contributing to this progress. Each year, there are more trucks and tractors, electric lines and telephones on Southern farms. The Southern farm market is an important segment of the nation's farm market."

JOHN E. SANFORD, President
Armour Fertilizer Works



"The rural South has been recognized as the greatest market for electrified and mechanized farm equipment in the country. Rural electrification has opened a huge market for water systems. Pest control and diversification of farm crops has vastly increased the potential for power sprayers. Southern distributors and dealers are alert to the needs and through increased advertising and sales activity, our business has expanded tremendously in the rural South."

C. D. LEITER, Sales Manager
The F. E. Myers & Bro. Co.



"The importance of the rural South as a burgeoning market for quality products—including 100% pure Pennsylvania motor oils—was recognized a number of years ago by the Pennsylvania Grade Crude Oil Association. To reach a responsive audience in the rural South, the Association chose The Progressive Farmer. The results are deemed excellent. The Association plans to continue to advertise in The Progressive Farmer."

W. C. WENZEL, Executive Manager
Pennsylvania Grade Crude Oil Association

More and more advertising *moves SOUTH...*



The remarkable progress of the rural South during the last decade is proving attractive to America's leading business executives who are moving more and more advertising into The Progressive Farmer to sell 1,167,000 of the South's most prosperous farm families.

The Progressive Farmer is the leader among all farm magazines, in total advertising lineage gains for the six-year period since 1944. In 1950, as compared to 1949, The Progressive Farmer's lineage gain was 49% greater than that of any other farm magazine.

Advertisers invested more than \$4 MILLION in The Progressive Farmer last year—four times as much as they invested in 1940 and twice as much as in 1946.

How is your business in the rural South? Are you placing enough advertising in The Progressive Farmer to produce your share of sales gains in America's fastest-growing market?

Advertising Offices: BIRMINGHAM • RALEIGH • MEMPHIS • DALLAS
NEW YORK • CHICAGO • Edw. S. Townsend Co., San Francisco, Los Angeles

The South
Subscribes to

The Progressive Farmer

NEWS REEL



EDWARD E. COLE

Appointed to the newly created post of field sales manager, Southern Biscuit Co., he will continue direction of merchandising and sales promotion.



FORREST L. FRASER

Named executive vice-president, a newly created post at Pabst Sales Co. Mr. Fraser will be in charge of all Pabst merchandising and sales activities.



JULES LEDERER

Named vice-president, National Pressure Cooker Co., continues as director of sales, supervising distribution of cookers, irons, outboard motors, etc.



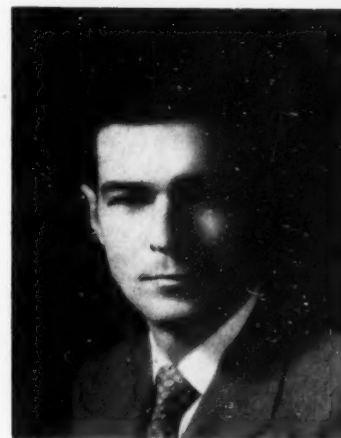
A. F. BAKEWELL

General sales manager of the Victor Adding Machine Co., has been promoted to vice-president in charge of sales; has been with firm since 1927.



PAUL H. HILL

New director of sales, Nesco, Inc., has assumed overall direction of sales in the housewares, electrical, stove and heater divisions of the company.



DANIEL J. LAMMON

Appointed manager of the Appliance Parts Sales Department of Corning Glass Works' Technical Products Division; started as junior sales engineer.



JOHNS-MANVILLE CORP.:

Newly appointed vice-presidents are Harold R. Berlin (left) and J. A. O'Brien (right), general managers of the Building Products Division and of the Industrial Products Division, respectively, since 1946.



What is it?

A River View from the Air? T-Bone Steak, Medium Rare?

.. IT'S ANOTHER REASON

PENNSYLVANIA FARMERS' INCOME IS SO STEADY!

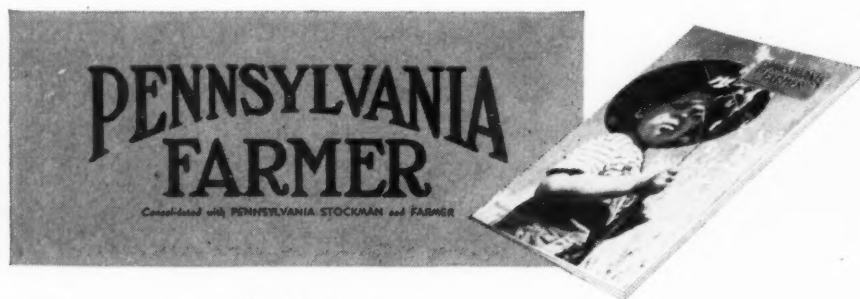
You're a good guesser if you get this. For, even when you know it's a Pennsylvania farm crop, there's still plenty of room for gosh-hard guessing—so many farm crops has Pennsylvania.

This one is a tobacco leaf, enlarged 20 times. And tobacco is just one of the big variety of crops that make it so good for Pennsylvania farmers—and for you! For, it's all these crops—buckwheat (Pennsylvania is top producer), eggs (Pennsylvania's second) and dozens more—that give them such strong, steady income through the year as well as through the years.

Pennsylvania farmers are steady another way—in their reading of PENNSYLVANIA FARMER—the one farm paper that reaches 7 out of 10 farm folks twice a month. It belongs in your plans!

Few top-third states can offer you the steady prospect for farm sales like Pennsylvania. Two other states that do are Ohio and Michigan served by THE OHIO FARMER and MICHIGAN FARMER.

For further information write T1013 Rockwell Avenue, Cleveland 14, Ohio.



Michigan Farmer
East Lansing

Harrisburg

The Ohio Farmer
Cleveland



MARCH 1, 1951



It's...



almost...



impossible...



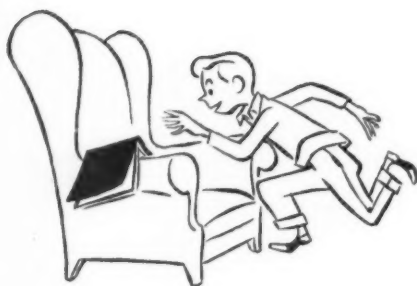
to put...



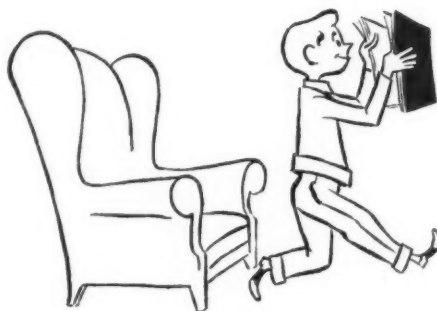
down...



a copy...



of...



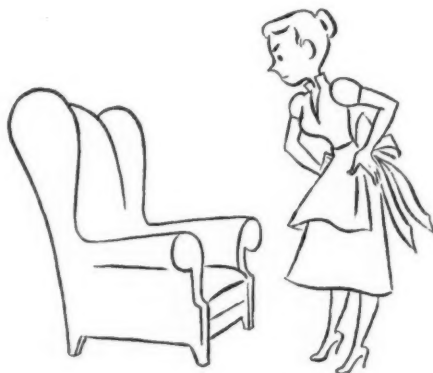
Holiday...



and...



find...



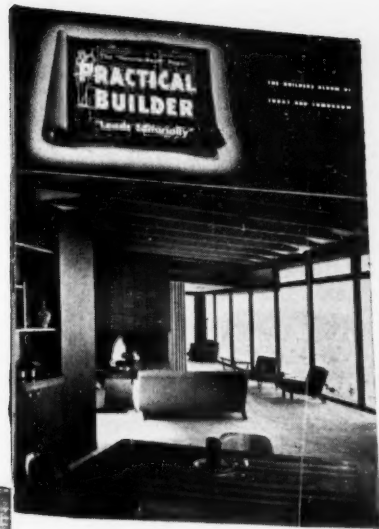
it...



again!

No wonder! Holiday is one of the few class magazines that appeals to the whole family... to both men and women, young and old. That's why, with a circulation of over three-quarters of a million, Holiday reaches millions of readers every month.

HOLIDAY... the most MASSive CLASS market in the world!



*You can't imitate success...you have to create it. Practical Builder has what it has because its editor-owners are what they are. They have brought into being a publication blue-printed to its own specifications: a magazine rich in daily sustenance, in seasoned counsel, in practical help, to America's Top Builders. That's why Practical Builder can-be-imitated but can't-be-copied. That's why **practical builder** offers advertisers something that can't be weighed in the counting room: the implicit faith of its readers in everything that appears in its pages.*

Just off the press! Our 64-page book **"THERE'S MONEY IN REMODELING"** will be sent free to any manufacturer who asks for it on his letterhead.

© INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3



...of the light construction industry

log covers are "classics", having the beauty and durability that inspire frequent — and profitable — use of your catalog.

The Lamson and Sessions catalog pictured is only one of the many outstanding catalog covers produced by Heinn. Send us a copy of your present catalog and let us show how you can obtain T-O-P readership for your new catalog.

No other method of advertising has the Terrific Order Power of a good catalog. It commands T-O-P readership at the very moment buying decisions are made. From cover to contents, your catalog should represent your strongest sales promotion effort.

Many of industry's TOP catalogs have Heinn Protecto-Process loose leaf covers. Protecto-Process cata-

HEINN
THE HEINN COMPANY
326 WEST FLORIDA STREET
MILWAUKEE 4, WISCONSIN

ORIGINATORS OF THE Loose-Leaf SYSTEM OF CATALOGING



The Scratch Pad

BY T. HARRY THOMPSON

With March 15 coming up, I am moved to say that I hate the eternal *bookkeeping* of the internal-revenue Thing almost as much as the ex-sanguinary taxes themselves.

I once studied double-entry book-keeping in high school, but it's all *tan claro como lodo* now, as they say south of the border. (That would be "as clear as mud.")

Shuron Optical's Don Southgate sends a reprint of a full-page newspaper ad for *Collier's*, telling how Comrade Boris Polevoy would like to see its editors hanged as warmongers. Don particularly liked *Collier's* promise to publish more "nooseworthy material."

Jim Collins tells the column about Doc Power, veteran p.r. man for Hoffman Radio Corporation, Los Angeles. Thinking about a new car, Doc asked the man who owns one. Doc now has a Packard. The man he asked turned out to be a Packard salesman.

"My interest is in the future, because I am going to spend the rest of my life there." — CHARLES F. KETTERING.

INCLEMENT: Where Mr. Attlee's food goes. — *Contributed by Don Raihle.*

HOBBY: Hard work you wouldn't do for a living.—*Ditto.*

Public acknowledgments: The Mrs. and I thank Purofied Down's Paul Weiner for the costume-jewelry and toiletries sent us; and S & M Lamp's Jim Shirreffs for the box of Sniff's California dates. We thank them especially for continuing to read SALES MANAGEMENT.

The dime isn't entirely worthless. It makes a pretty fair screwdriver.

The zoo has a \$2 word for the study of reptiles: "Herpetology." But, for the stick with a looped wire on one end for handling snakes, the term is quite simple: "Snake-stick."

Kasco Feeds passes along a short essay on a post-card you may like:

A SMILE

A smile costs nothing, but gives much. It enriches those who receive, without making poorer those who give. It takes but a moment, but the memory of it sometimes lasts forever.

None is so rich or mighty that he can get along without it, and none is so poor but that he can be made rich by it.

A smile creates happiness in the home, fosters good-will in business, and is the countersign of friendship. It brings rest to the weary, cheer to the discouraged, sunshine to the sad, and is Nature's best antidote for trouble.

Yet it cannot be bought, borrowed, or stolen, for it is of no value to anyone until it is given away. Some people are too tired to give you a smile. Give them one of yours, as none needs a smile so much as he who has no more to give.

Curtis "News-Briefs" reports John H. McDonagh, president of the Men's Tie Foundation of Canada, which represents 31 manufacturers, as saying that, 7 times out of 10, a *woman* makes the purchase of man's ties. The other 3, bought by us lugs, doubtless account for The Tie that Blinds.

Writes Jack Lutz: "Should the soprano in the 'Messiah' get off key (apologies to H.S.T.), could it be said that she was off the Handel?"

Controversy on whether or not to furnish large land-armies to Europe revives that old question: "Is this troop necessary?"

SALES MANAGEMENT

CLEVELAND 2-IN-1 MARKET COVERAGE AT ONE LOW COST



...and nearly four billion dollars in effective buying income...yours in the Cleveland Plain Dealer

One great metropolitan family newspaper—the Cleveland Plain Dealer—gives advertisers LOCAL coverage of the rich Cleveland market area (Greater Cleveland plus the 26* adjacent counties). Here, effective buying income reaches nearly four billion dollars, with almost two and a half billion in annual retail sales alone. Yes, the Cleveland Plain Dealer *belongs* on your list!

✓ *The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.*

	(Cleveland) Cuyaboga Cy.	26 Adjacent County Area*
Total Retail Sales	\$1,389,093,000	\$1,016,538,000
Food Sales	344,023,000	258,111,000
Gen. Merchandise Sales	256,335,000	90,493,000
Drug Sales	39,922,000	20,972,000
Furn., Hsld., Radio Sales	70,099,000	44,938,000
Eff. Buying Income	2,372,846,000	1,602,861,000

*Akron, Canton, Youngstown not included.

Figures—Sales Management Survey, May, 1950



CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

MARCH 1, 1951

GEOGRAPHICALLY

at your fingertips



...There is a trained sales force
that will give you distribution

... all you have to do is ask for it ... either by personal sales call or with the aid of advertising in *Industrial Distribution*, which reaches over nine thousand industrial distributors and their salesmen. Personally making nine thousand calls is not only time-consuming but also expensive. Here is where ads directed to distributors will uncover those interested—save you both time and money,

Distribution is an important part of your company's success ... the wise selection and complete coverage directly influences growth and company stability.

The success story of manufacturers who are consistent advertisers is the greatest recommendation for your including *Industrial Distribution* in your advertising schedule.

CHECK THE THINGS INDUSTRIAL DISTRIBUTION CAN HELP YOU WITH

- ☐ Secure more sales calls
- ☐ Add experienced salespower
- ☐ Increase volume
- ☐ Locate "DO" business through distributors
- ☐ Increase number of distributors handling your line
- ☐ Give closer contact with present distributor organization
- ☐ Further acquaint present distributor organization with your products
- ☐ Keep present distributor organization reminded of your company
- ☐ Help you sell your organization to distributor sales force

Industrial Distribution

A McGRAW-HILL PUBLICATION

the only
magazine published
primarily for
industrial distributors
and their salesmen

330 WEST 42ND STREET, NEW YORK 18, NEW YORK

Note to commercial artists: Subject of McCandlish Awards for 1951 is "Any Food Product." Prize for top poster, \$1,000. Second prize, \$250. Third prize, \$100. Deadline, April 6. Info supplied by Reader Hal Speckman, v.p. of McCandlish Litho.

I wonder how a certain school of journalism felt about this? Seems the late Sinclair Lewis was a guest-speaker there. He asked how many of those in the room wanted to become writers. Everyone raised his hand, of course. Then Red blasted: "Well, then, why aren't you all at home writing?"

A story in *Life* tells about a chimp traveling with the head of the St. Louis zoo by Pullman. The chimp got out of bed, put on the electric light, went to the bathroom, put out the light, got back into bed, pulled the covers up to his chin. Now I've heard everything!

Incidentally, that was a terrific color-photo of the Navy's Viking rocket shooting 20 miles into the New Mexico night, in the same magazine.

Report shows Pall Malls with the biggest percentage-wise increase of all cigarettes for the year 1950. The trend may be to king-size, even in a democracy.

Television-camera failed to pick up the ectoplasm of Catherine Howard in a try by the British Broadcasting Company. There wasn't the ghost of a chance that it would.

It would be just like the Kremlin to invite Alaska and Hawaii to join up, seeing as how we seem to be giving those territories the brush-off on statehood.

The Reader's Digest took a poke at Imdrin, Dolcin, and other advertised pain-killers, winding up with a question: "Who wants to pay \$15 for 58 cents' worth of aspirin?", or words to that effect. They tell me Dolcin will sue.

Article on the Chinese in the United States brings to mind some doggerel of the late Keith Preston, following a Tong war in Chicago some years ago:

They wanted Sam Wing
But they winged Sam Wong.
A sad but excusable
Slip of the Tong.

SALES MANAGEMENT

Is Rural America YOUR BIGGEST NEW SALES OPPORTUNITY?



Remember—one out of every 3 retail dollars is spent by rural families.

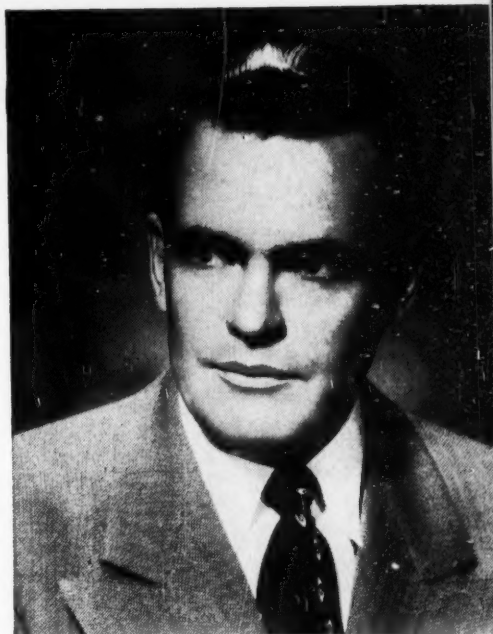
And there is no distribution problem in reaching them. Today 52% of all big volume grocery stores are in places of 25,000 population or less. Drug stores with the most rural business are making the greatest profits. Even in the larger shopping cities, an average of 57% of all "shopping line" goods are purchased by customers who live outside these cities.

More and more manufacturers are expanding profitable volume in established outlets—by advertising directly

to rural families in their rural magazines.

Country Gentleman reaches the most prosperous rural readers from coast to coast—with greatest impact, proved by a recent nationwide survey. That is why it is 1st among farm magazines—12th among all magazines—in advertising revenue.

Country Gentleman for March is the first farm magazine to carry \$1,000,000 of advertising revenue in a single issue . . . further proof that it is read more, used more, liked more by 2,300,000 families of Rural America.



▲ Ray E. Dillon is president of chain of 25 Dillon Markets of agricultural Western Kansas. Warehouse above stores 350,000 cases of packaged groceries alone, with stocks turning over every 11 days. Mr. Dillon says: "Catering to rural families is the backbone of our success. We bid for rural customers because they are big grocery buyers who prefer top-quality merchandise. Manufacturers who want to give real support to operators like us should put their sales messages before the better-buying rural families as well as those in cities."



Smaller-town department stores are thriving on rural trade. They are staging Country Gentleman tie-in promotions like that above of Bresee's, Oneonta, N. Y. Latest is by coast-to-coast J. C. Penney Chain.



▲ 92.7% of Country Gentleman women readers use hand lotions; 83.4% shampoos; over 83% face creams. These Norton youngsters of Montana typify prosperous farm people.

Get complete, fully illustrated book on farm living, farm income, farm buying power today. Write for "Good Farming for Good Living" to Country Gentleman, Independence Square, Philadelphia 5, Penna.

**GREATER POWER TO MOVE PEOPLE
GREATER POWER TO MOVE GOODS**



Shift The Spotlight.....



MAKE AND MARKET A NEW-HOME PRODUCT? Then, brother, stop waiting and swing into action! A prime market has now crystallized and strongly beckons you.



Many of your star sales opportunities have moved from the curtailed mass market. They now rest firmly in the rich, custom housing market... *still* a billion dollar market. This is a vital market that possesses greater-than-ever potential in style-setting and prestige. A sale here will bloom into still more sales when consumer goods production returns to normal. Custom homes now being planned and built will become patterns for those that follow—in construction and equipment—because custom home-planners are *people other people copy*.



Your sales effort must follow the trend... must shift from yesterday's mass market to the highly selective custom market that now exists. Mass marketing methods don't apply. This current market is *active*... it comprises people with the means to build their homes and the need for your products to build and equip them.



And here's where *we* get into the act—Home Owners' Catalogs is *the* book which penetrates this selective market. It distributes your sales literature *daily* and *directly* to *qualified home-planners* just when they are impelled to buy your products. No other book can make that statement!

What could be more effective and economical! What could be more ideally designed to meet today's marketing conditions!

**ACT NOW! TODAY'S
CUSTOM HOUSING MARKET
SETS THE STYLES FOR
TOMORROW'S MASS MARKET!**

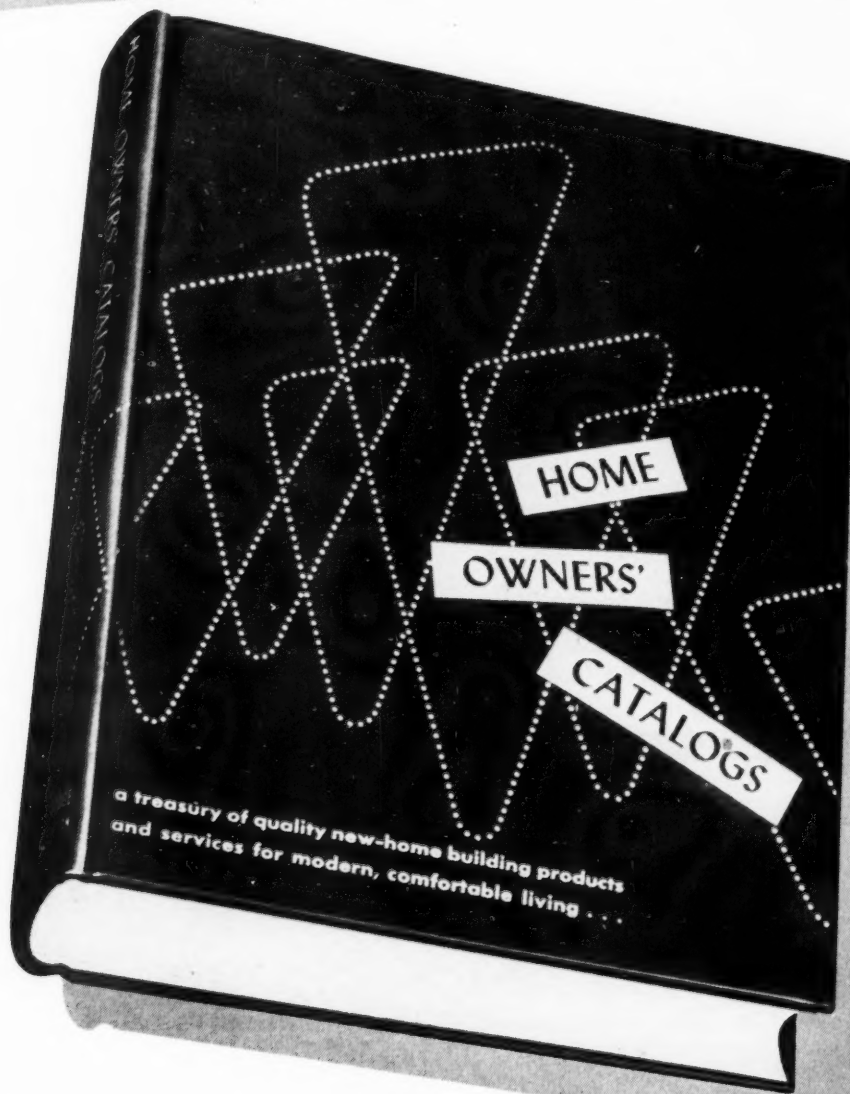


See Standard Rate and Data Service for complete details

HOME OWNERS' CATALOG

A Service of the F. W. Dodge Corporation
119 West 40th Street, New York 18, N. Y.

The Star has moved!



These firms know that promotional aggressiveness pays off. Their fact-packed product story in the new Home Owners' Catalogs sells the rich, ripe, '51 custom housing market.

American Central Div.—Avco Mfg. Corp.	4 pages
American Telephone & Telegraph Co.	4 pages
The Philip Carey Mfg. Co.	8 pages
Chase Brass & Copper Co.	20 pages
Combustion Engineering-Superheater, Inc.	4 pages
Crane Co.	24 pages
Crosley Div.—Avco Mfg. Corp.	12 pages
Drexel Furniture Co.	8 pages
Elkay Mfg. Co.	4 pages
The Formica Co.	4 pages

Frigidaire Div.—General Motors Corp.	8 pages
General Electric Co.—Air Conditioning Dept.	8 pages
General Electric Co.—Appliance & Mdse. Dept.	24 pages
Hall-Mack Company	8 pages
The Henry Furnace Co.	8 pages
Hotpoint Inc.	8 pages
Landers, Frary & Clark	8 pages
Libbey-Owens-Ford Glass Co.	32 pages
The Mosaic Tile Co.	4 pages
National Electric Products Corp.	4 pages

The C. A. Olsen Mfg. Co.	8 pages
Pittsburgh Plate Glass Co.	24 pages
Pittsburgh Plate Glass Co.—Paint Div.	24 pages
Pryne & Co., Inc.	8 pages
Rheem Mfg. Co.	8 pages
The Sisalkraft Co.	4 pages
Square-D Company	4 pages
Truscon Steel Co.	8 pages
The Waterman-Waterbury Co.	8 pages
Westinghouse Electric Corp.	24 pages
Youngstown Kitchens—Mullins Mfg. Corp.	24 pages



An animal trainer named Sue
 Got a Valentine gift of a gnu,
 But on trying to keep her
 She found it was cheaper
 To AirFREIGHT her off to a zoo.

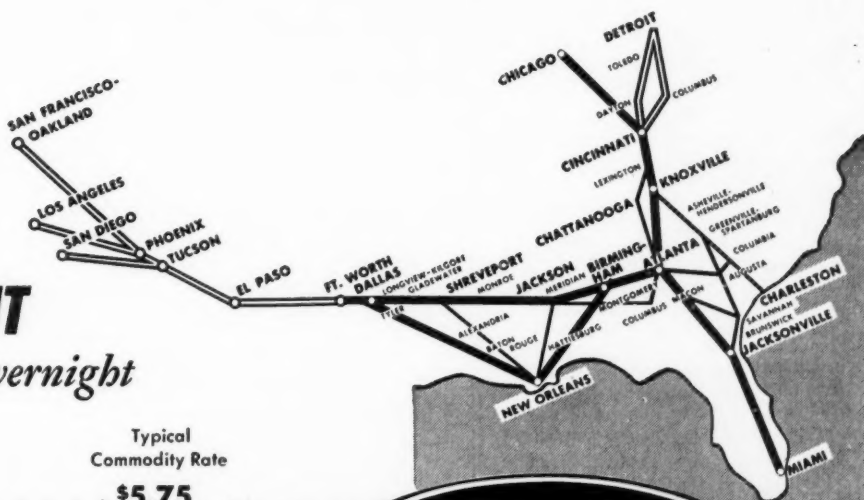


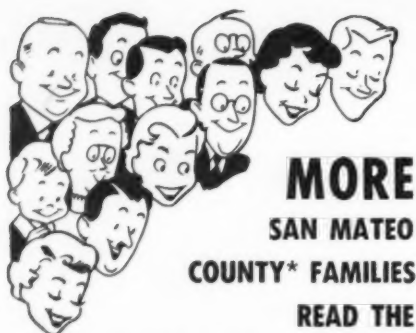
DELTA airFREIGHT

Covers the South overnight

Per 100 lbs. between	Typical Commodity Rate
CHICAGO - ATLANTA	\$5.75
CINCINNATI - NEW ORLEANS . .	6.76
DALLAS - MIAMI	9.95

For complete commodity rates and schedules write airFREIGHT
 Department, Delta Air Lines, Atlanta, Ga.





**MORE
SAN MATEO
COUNTY* FAMILIES
READ THE
SAN MATEO TIMES
THAN ANY OTHER DAILY!**

For the very latest facts and figures write for our new brochure.

National Advertising Representatives
GILMAN, NICOLL & RUTHMAN
NEW YORK • CHICAGO • PHILADELPHIA
BOSTON • LOS ANGELES • SAN FRANCISCO



*a \$200,000,000
California
Market

**Local News Gets Readership
for 44 Teacher Publications**

CHICAGO: — A local kitten marooned in a tree is often more newsworthy than an African lion hunt. The same preferred interest in local matters holds good in the educational field, says Georgia C. Rawson, Executive Vice President of State Teachers Magazines.

"Complete coverage of educational news in a single state wins amazingly high readership, for each of the 44 State Teachers Magazines," Miss Rawson points out. "Each magazine is individually edited for the school people in its state.

"This complete local coverage is such that much of the material is 'must' reading for school people in the state. It is probably published only in their State Teachers Magazine. In addition to this exclusive news, of course, all the State Teachers Magazines carry articles and news of general educational interest."

Get the detailed story of how to reach the educational field, in one state or 44, in State Teachers Magazines. It's available in a 12-page, fact-packed folder. It's free. Write for it to Georgia C. Rawson, Executive Vice President, State Teachers Magazines, 309 North Michigan Avenue, Chicago 1, Ill.

WASHINGTON

Bulletin Board

GENERAL

► If you're coming to Washington, this may be one of the most useful things to know: It sometimes takes half an hour to telephone an agency connected with Defense. You must not try to phone one of them from a pay station. Even if you don't get a busy signal, you're likely to be shunted about from person-to-person, office-to-office until, at some point, the dial tone tells you that you've been cut off. NPA is on the Commerce telephone line so that calling Commerce is also arduous.

The hotels with most prestige generally won't put you up unless you've given advance notice. However, there have usually been available rooms in the hotels that aren't quite first class.

► The old line agencies face the same problem as companies in civilian business, i.e., of being squeezed out by Defense. They seem to attack it with more shrewdness than businessmen. As Congress votes appropriations, it will want to be shown that Agency work in one way or another is essential.

The Budget Bureau, which passes on all the appropriations, is writing into its own plea for money that it knows best how to eliminate the inessential work. The top housing agency used to promote civilian construction, which now is being stopped. It has gotten into a new line: discovering substitute construction material. The FTC, per contra, is prosecuting those who fail to disclose the use of substitutes.

TRANSIT RADIO

► At long last, the issue of forced listening has gone before the Circuit Court of Appeals, which should hand down a decision by June.

Opponents argued that the right of free expression includes the right not to listen. The argument hinged on the fact that transit radios can't be shut off and that a transit company has an exclusive franchise. The transit company argued that the Constitution has never been used to

deprive anybody of his audience.

In general, the judges gave the impression of being sympathetic to opponents; lawyers for the street car company got a pretty rough time. This, of course, is no clew to the decision.

Meanwhile, the Federal Communications Commission contemplates hearings on the subject. At least one FM station, which broadcasts to a car-riding audience was granted, not a regular renewal of its license, but only a 90 day extension.

OPS

► As OPS substitutes specific ceilings on various products for coverage by the general freeze, it does so by letting processors and dealers add dollar margins to their increases in costs. This was done in various food lines and is being done for fabrics.

But, it's not certain that this method will stick. Processors complain that fixed dollar margins based on rising costs reduce the rate of profit. The great argument in OPS is whether, in regulations to come out later, dollar or percentage margins should be fixed. Percentage margins would pyramid.

NPA

► A kind of unofficial CMP is being worked up while the actual CMP is being drafted. For instance, steel companies are being asked to inquire of their customers what the steel is to be used for, and, if it is inessential, not to ship. In the absence of a Government order saying what is and what isn't essential, this is a delicate business; however, the steel companies, according to an NPA hand-out, agreed.

NPA is afraid to deepen the general cut in use of civilian steel: too many essentials would be squeezed out. The time has come, officials feel, to discriminate.

► There's a useful NPA pamphlet: "Inventory control and priorities;



"See! Up here you can see how the Des Moines Sunday Register covers a statewide market of 2½ million people"

What a view! Everywhere you look . . . border to border in the blessed state of Iowa, you see the Des Moines Sunday Register.

Coverage is like that. Actually it covers this state better than most papers cover a city. It reaches 75% of all buying families. Coverage in 86 out of the 99 counties is 50% to 100%—at least 25% in the few others.

These Iowa families represent an urban market with retail sales above Boston, San Francisco or Cleveland, *plus* the nation's top farm market. Total spending, a grand 5 billion per year.

It's easy to see why the Des Moines Sunday Register ranks 6th among *all* Sunday newspapers in general advertising lineage. Milline rate—a modest \$1.77.



PACKAGES A STATEWIDE URBAN MARKET RANKING AMONG AMERICA'S TOP 20 CITIES

ABC CIRCULATION Sept. 30, 1950:
Daily, 372,133—Sunday, 536,707

THE DES MOINES REGISTER AND TRIBUNE

Gardner Cowles, President

Represented by:

Osborn, Scolaro, Meeker & Scott—New York, Chicago, Detroit, Philadelphia

Doyle & Hawley, Los Angeles, San Francisco

Which reaches more families in **Washington?**

Here are the coverage facts

(Corporate Limits)

LIFE.....22%

POST.....15%

COLLIER'S.....10%

LOOK.....9%

parade.....41% Plus a minimum

with the **Washington
Post**

of 20% coverage in 41
adjacent markets of 1,000
or more population

and the picture is similar in
all 33 Parade cities of origin

parade

The Sunday Picture Magazine
Providing a Minimum of 20% Coverage in...

1993 Markets

answers to 85 questions." You can get it at a Commerce field office or by writing to the NPA, Washington.

FTC

► FTC will probably ask Congress to stiffen the Clayton Act with respect to interlocking directorates. The tip-off comes in a FTC publication, now being published. The Clayton Act prohibits a man's serving on the boards of competing companies. The new study looks into less direct interlocks: directors of two competitors serving on the board of a third company; board connections with suppliers or customers, etc. The study names individual companies but not persons.

The Commission is especially interested in board connections between companies that trade with each other: presumably, competition is kept out. Yet, heads of companies surely would have other places to meet than board rooms.

► You can't advertise "100 percent wool" if the product contains reused wool; moreover, you must state the percentage that is reused. This is the substance of a recent batch of complaints against several manufacturers.

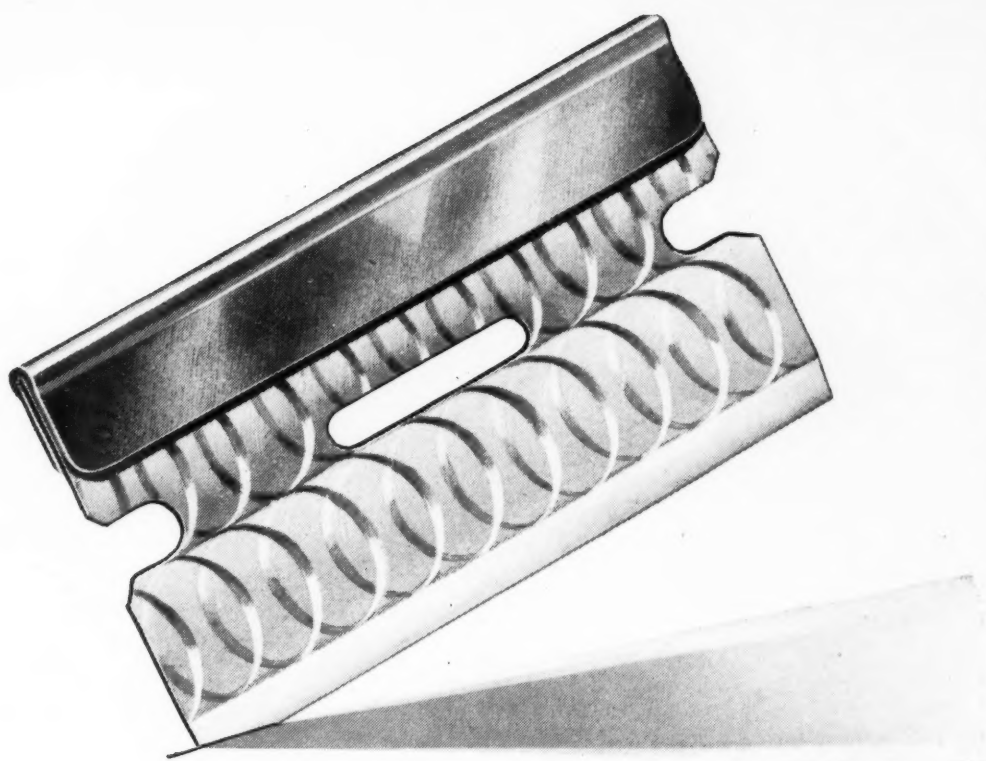
► Ordinarily, the FTC protects jobbers against manufacturers who sell cheaper to chains and mail order houses and the like. Now and then, there is an order that runs the other way. The Cycle Jobbers Association, judging by an FTC order, tried to do on its own what FTC sometimes does: formed a closed group that followed a code, squeezed out non-members, forced manufacturers to patronize jobbers instead of selling direct, etc. FTC charged a general conspiracy and ordered that it be stopped.

CONGRESS

► Nobody expects a new tax bill to pass before summer. There are too many things that the Administration wants to tax: personal income, corporate income, the sale of products, etc. So, the House Ways and Means Committee will study each proposal separately. It will hear whoever wants to be heard. No bill takes longer to draft than one on taxes.

► Investigating 5 percenters may become a fad in Congress. Several committees in both houses are trying to see just how they can latch onto such an expose.

SALES MANAGEMENT



Take the Whiskers Off Chicago Schedules

In the last ten years 272,000 new family dwelling units have been established in the Chicago metropolitan area.

In the same period, The Chicago SUN-TIMES has gained 174,936 City and RTZ circulation. The Herald-American made a gain of 96,534; the Chicago Daily News gained 53,723 and the Chicago Tribune had a loss of 148,096 City and RTZ circulation.

This is the year to take the whiskers off Chicago schedules. For a keener, smoother advertising campaign use The Chicago Sun-Times—the paper that has grown most in this growing market. Total average net paid daily circulation, 614,687. (Latest ABC Publisher's Statement.)

CHICAGO
SUN TIMES
THE PICTURE NEWSPAPER

211 W. Wacker Drive
Chicago 6 • ANDOVER 3-4800

250 Park Avenue
New York 17 • PLaza 3-1103



THIS DILEMMA HAS THREE HORNS

TODAY, nearly all advertisers find themselves on the horns of a difficult dilemma—one not with the usual two horns, but with three.

The first horn: Where products are still in free supply, advertising must continue to sell goods effectively—and efficiently.

The second horn: As supplies grow limited and controls increase, it will take skillful, steady advertising to maintain the public recognition and brand-name acceptance that have been built up through past advertising effort.

The third horn: In both cases, advertising must do its job without encouraging inflationary buying or selfish hoarding. In the present crisis, adver-

tising—like every other part of our economy—should be geared to help, not hinder, our defense and rearmament efforts.

The advertiser who solves this three-horned dilemma best will, in most cases, be served by an agency with a record of experience and resourcefulness in times of crisis.

The agency should also have a high degree of creative skill, and a long standing awareness that advertising must do not only a good selling job, but also an outstanding job of public relations.

YOUNG & RUBICAM, INC.

Advertising • New York Chicago Detroit
San Francisco Hollywood Montreal Toronto Mexico City London

SALES MANAGEMENT

DMB

DETROIT MEANS BUSINESS



Here nearly one million families spent over three billion dollars in retail stores last year—54% of Michigan's total retail volume!

Here more than a million workers receive the highest wage rate of the nation's five largest cities. Factory workers average over \$75 weekly!

Here is the Automotive Capital of the World—that accounts for 5% of the nation's total industrial volume!

Here is the Arsenal of Preparedness—where more than a billion dollars in war materiel orders have already been placed for production in this area!

452,760 highest weekday circulation in Michigan!

560,158 highest Sunday trading area circulation!

A.B.C. figures for 6-month period ending Sept. 30, 1950.

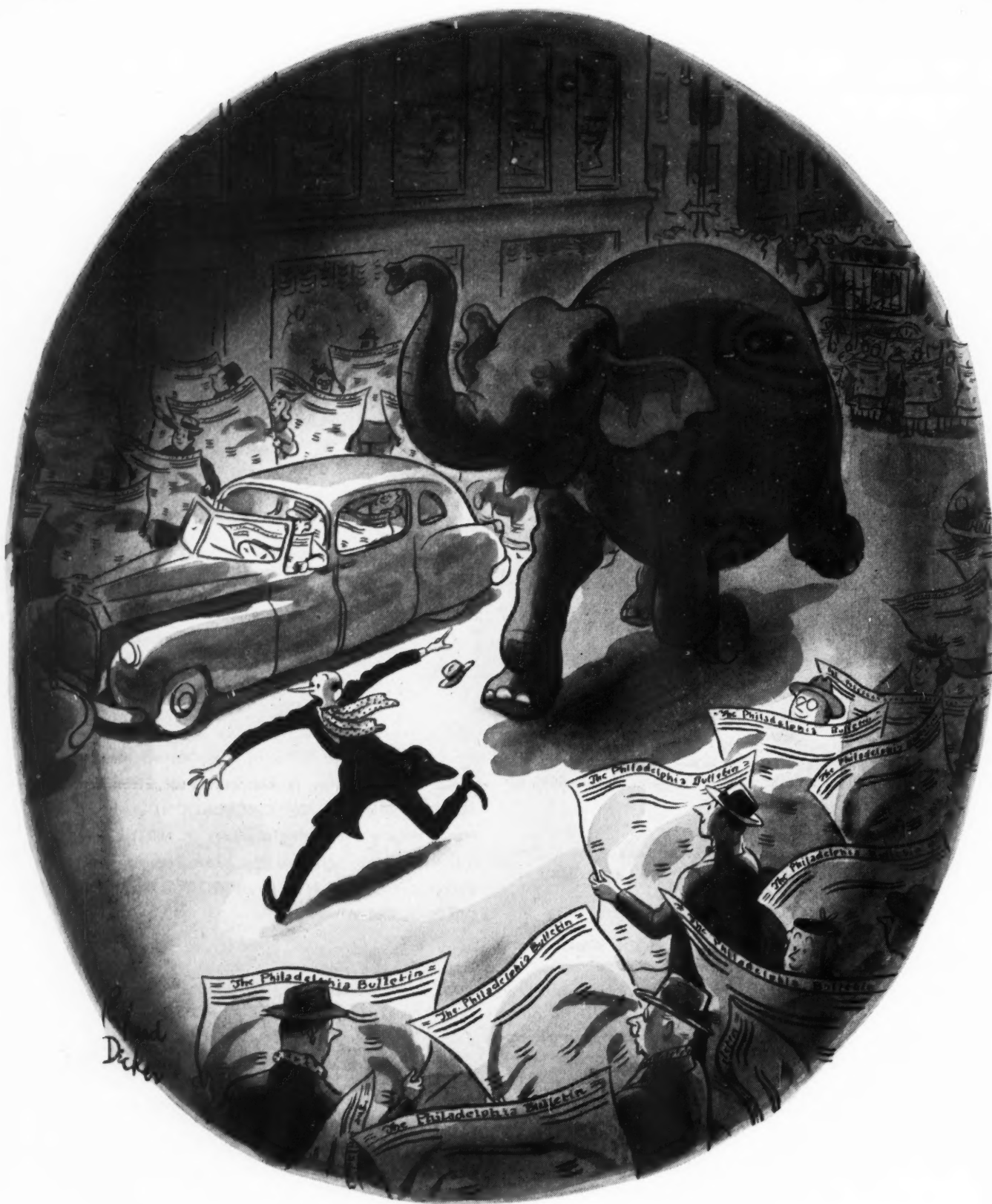
Here is where 95% of The Detroit News' total circulation is concentrated! THERE IS NO MALDISTRIBUTION OF CIRCULATION! Because The News plants every single paper in FERTILE territory, advertisers are assured the most returns for every dollar spent. **THE NEWS—DETROIT'S NUMBER ONE SALES MEDIUM!**



owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

MARCH 1, 1951



In Philadelphia nearly everybody reads The Bulletin

Evening and Sunday

ADVERTISING OFFICES: Philadelphia, Filbert and Juniper Streets • New York, 285 Madison Avenue
National Advertising Representatives: Sawyer-Ferguson-Walker Company • Chicago • Detroit • Atlanta • Los Angeles • San Francisco

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending March 1, 1951

WHY WE SAY, "TOUGH SELLING"

Three straws in the wind:

(1) A remark overheard by one of our editors as the commuter train pulled into New Canaan the other night and a man ahead of him pulled down a package from the rack and said to his seat companion—

"Well, that's my last capital purchase for the duration."

Sure, he may change his mind. That steam iron may not be his last purchase, but it will take some selling to budge him.

(2) H. L. Andrews, G-E Vice President, points out, "Our economists forecast that *consumer demand* for large electrical appliances may be 25 to 30 per cent lower in 1951 than in 1950, and for small appliances, 20 per cent lower. . . . Critical materials will cause problems, but we are confident that we will find satisfactory substitutes for them. . . . We believe that the industry in 1951 may have a volume approximating 1949, when G-E produced about 9,000,000 appliances.

"The question has been raised whether appliance production and war production can go along together. The answer is yes. In the year ahead, of course, appliance output is certain to—and must—suffer. The needs of our country and a free world must be placed ahead of the public's need for appliances. But barring an all-out war,

we think that within about three years, as the production facilities are increased and if the manpower is available, appliance production can be restored to its 1950 level, and might go even higher."

(3) "At the height of the armament program of World War II, *all but 38 per cent of our steel production was retained in civilian production*," said H. G. Batchelor, board chairman of Allegheny Ludlum Steel Corp. recently. "We are fortunate in one important respect. Our nation's industry is stronger and larger by nearly 50 per cent than it was five years ago."

Maybe you'll have no difficulty selling your output this year. Most certainly that will hold true for some companies. But we think they will be the exception.

Barring all-out war, we are *not* going to produce for the military as we did in 1942-45. We are going to build up our reserves, we are going to supply a military force only one-fourth as large as it was during the last war,—and to accomplish that we have a bigger man-power and factory capacity—almost half again as great as it was in 1945.

SO, WE PREDICT—

In one industry after another there will be violent downs and ups in civilian production. For a limited time—a few months—the military will demand and receive a high percentage of output. There will be acute shortages



The Business Trend rose to 291 in January, 1951. Increases were registered in both Business Spending and New Orders.

Preliminary estimates for February, 1951 indicate a slight increase to a level of 293.

of vital materials needed for civilian goods—and then, almost overnight, as the military builds up to a planned reserve point, there will be a plenitude of materials available for peace products. . . . Watch and see if that doesn't happen with some metals, nylon, plastics, rubber and a host of other things.

Taxes, credit restrictions and high prices will cut down ability to buy.

Good consumer stocks on hand mean that families can "sit it out" if need be, and certainly will cut down willingness to buy products which, rightly or wrongly, they believe to be inferior.

So, forgetting for the moment the desirability of keeping selling strong because of the need, and possibilities of future years, we say that strong selling is going to be needed this year.

EXCESS PROFITS TAX AND ADVERTISING

We pointed out some issues back that rules about advertising under the new excess profits tax would be substantially the same as under the old—that even if a company now is working solely for the Government, it would be allowed to claim a tax deduction if it advertised to the same extent as in normal years, that reasonable or moderate expansion of advertising would encounter no trouble from the Treasury.

The attitude of both Treasury and important Senators came up in a Senate hearing back in December, when Secretary Snyder and Senator Taft had this colloquy:

Secretary Snyder: "The view (is) frequently expressed that this type of tax must inevitably encourage wasteful and extravagant expenditures, and stimulate, rather than retard, inflation. This claim rests on the assumption that the profits tax will induce businessmen to make expenditures solely because most of the burden will be borne by the government.

"Whether this profits tax will encourage uneconomical spending will depend in part on the spirit with which business approaches its task in this emergency. . . . Our experience with the wartime law indicates that the practice of wasteful expenditures was less widespread than supposed. *Established business organizations were generally more concerned with observing efficient and economical procedures essential to their continued success than with exploiting temporary wartime advantages.* . . . The experience will enable the Bureau to segregate reasonable from unreasonable deductions more effectively."

Senator Taft: "What is reasonable and unreasonable advertising—who can tell?"

Secretary Snyder: "There has to be some leeway. If a company suddenly starts advertising, taking materially more space—"

Senator Taft (interposing): "There is a tremendous leeway of purely individual judgment and you are substituting the Treasury's judgment for the businessman's judgment, if you undertake to limit advertising."

Secretary Snyder: "You would be if you attempted to cut back beyond what they normally might spend, as to the space and type of advertising, but if they suddenly double it—"

Senator Taft (interposing again): "They tried to do that last time, to try to cut it back from what they had been doing; they said it was unreasonable in time of war. They said you do not have any problem of selling, ought not to have any advertising."

Mr. Kirby: "The test of ordinary and necessary expenditures is in the law now."

Senator Taft: "Do you mean that if you have no trouble selling your goods, you ought to stop advertising?"

Secretary Snyder: "It is not correct to say that a taxpayer should not continue advertising. . . . *I know you have to keep your name before the public if you are to keep your markets.*"

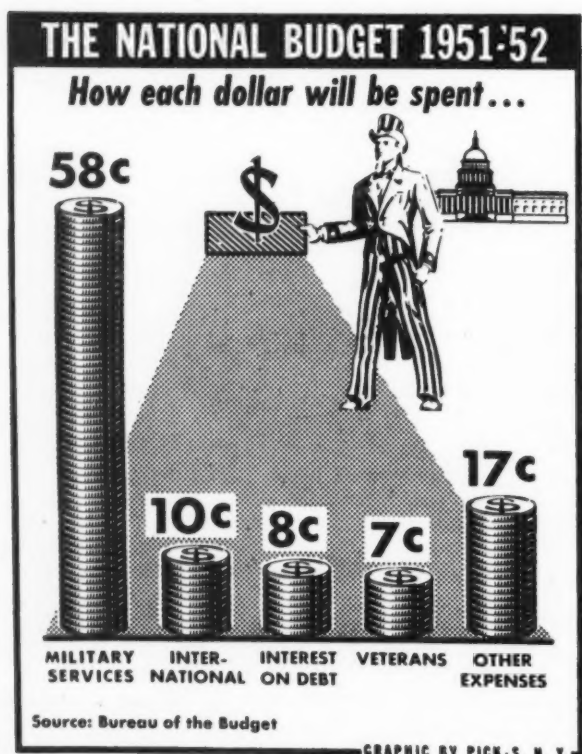
SIGNIFICANT SHORTS

Here's a sample of how competitive American business is: The Advertising Checking Bureau found that between the period September 1-December 31, 1950 there were 118 brand name lighters advertised in American newspapers, in addition to various unbranded makes. Of the total, brand-name advertising received 89% of the space and unbranded makes received 11%.

A study made by McKesson & Robbins, Inc. for the Bureau of Education on Fair Trade shows that there was only a 7.4% increase in the prices of fair trade items in the field of proprietaries, toiletries, sundries and pharmaceuticals. Products of 229 manufacturers were examined. In the same field there was a 13.3% increase in the prices of those manufacturers who do not offer fair trade protection. These findings leave the Association to say, "There would be no need whatsoever for government price controls of any kind in the immediate future if price behavior [of all items in our economy since 1927 had been comparable to the price behavior of] fair traded products and particularly fair traded drug products."

PHILIP SALISBURY
Editor

SALES MANAGEMENT





PABCO BROUGHT ORDER OUT OF CHAOS by classifying all routine communications with salesmen for inclusion in one of three regularly issued bulletins. One's a weekly, two are monthly. The only

other mail is the individual letter to a single salesman covering some special territory problem or specific account. Parts of these mailings do double duty as regular bulletins to Pabco distributors.

Too Much "Paper Work": Thief of Golden Selling Hours

Mail covering new regulations, changes and emergencies arising out of the defense program will hopelessly swamp your salesmen . . . that is, unless you find a way to simplify sales communication. Pabco did it. This article tells how.

How much of their working time are your salesmen spending in the presence of customers? That is, *selling*?

The probable answer, "Not enough."

With new manpower shortages developing, the problem of finding ways to help field men reduce non-selling hours is all the more urgent. Operation in a warm-war economy is sure to aggravate the main problem in this connection: paper work.

Pabco Products Inc., San Francisco, has given a good deal of study and thought to this subject during recent months. As a result, the com-

pany has come up with a practical plan that is holding down reading time and pencil-pushing for salesmen, and is, not at all incidentally, getting better cooperation from the men and lifting their morale.

When the company tackled this job, it estimated, according to Ira Lazarus, assistant manager of the Floor Covering Division, that "only about 30% of salesmen's time was being spent in the actual presence of customers." The remaining 70% was spent—some of it necessarily, of course—in traveling, waiting, answering correspondence, and attending to paper-work details.

Convinced that it must be possible to liberate more of the salesman's time for productive work, Pabco analyzed what he did, how many non-selling duties were inescapable, and how much of the detail could be eliminated by better planning at headquarters. As a result, ways have been found to considerably lighten the routine of the man on the road.

Pabco's Floor Covering Division usually has about 50 salesmen in the field between the two coasts, working under the direction of regional managers. The headquarters sales office maintains direct contact with these men, as with the managers.

When Pabco's management began to analyze activities that consumed the 70% of the men's time not spent in the presence of the customer, two main sources of waste effort were revealed:

1. Duplication of correspondence and communications from various company departments.
2. Inadequate or tardy communica-



THE TROUBLE AND ITS SOURCES:

Only 30% of salesmen's time was being spent with customers.

Question: Where was the remainder of the time going? Answer: Too big a part of it was being spent on reading and writing.

Salesmen were getting as many as 18 pieces of business mail in one day.

There was too much duplication of correspondence from various company departments.

Information that should have gone to salesmen promptly and in complete form was often either late or inadequate, which necessitated letter of inquiry from the men.

tion to the salesman on product, merchandising or other information, making it necessary for him to spend time writing letters to get it.

"We were shocked to find that a salesman might receive as many as 18 pieces of mail in one day," Mr. Lazarus says. This included necessary general merchandising information, as well as instructions, questions, orders, and whatnot from the sales office—also from the advertising, billing, adjustment, or traffic departments. The hurried and harried salesman often might skim over information and instructions essential to his job; scribble or type a reply on an important communication and shoot it back—keeping no copy of either; or, faced with a pressing schedule, pitch the whole batch of mail into the back of the car to be gone over at night or during the week-end.

To remedy this, Pabco did three things:

1. Channeled all communications to the salesmen through the Sales Department.

2. The Sales Department then (a) broke down the proposed communications into general (of interest to entire field force) and individual (instructions to a certain salesman); (b) took the general information, condensed it to essentials, and incorporated it into one weekly and two monthly bulletins; (c) reserved special instructions and individual information for single letters.

3. Set up a rule that all letters to salesmen from headquarters or regional offices were to be sent in duplicate.

Here is how the plan works out: The bulk of all mail to the sales force—everything, in fact, but the personal letters dealing with matters of interest only to an individual salesman—is handled through three mediums:

1. A Headquarters Information Bulletin (weekly)
 2. A Merchandising Memo (monthly)
 3. A Pabco Monthly Digest
- Each carries classified information of a specific kind or kinds.

Weekly Does Double Duty

The Headquarters Information Bulletin covers operating procedures and routine administrative data of general interest to the entire field force. It is boiled down to essentials and is simply, clearly written to be understood at one reading. It takes in normal, everyday activities, policy information, working procedures, and changes. Here is what a typical release contains:

Page one starts out with the information that shipments of a certain product from the factory at Emeryville, Calif., are exceeding production capacity, resulting in temporary shortages of some patterns. The salesman is told the reason (mainly, shortage of an essential raw material) and given the numbers of the patterns on which supplies may be short. A tentative allocation schedule on these is listed for a two-week period and there is a brief suggestion for facilitating processing of orders. The allocation

schedule data are made known two weeks in advance of the effective date on one group, three weeks in advance on another.

Half a dozen lines of type describe a new "Specifications" folder which is attached, advising what piece of literature it replaces.

(This first sheet of the Headquarters Information Bulletin, with attachment, goes to Pabco distributors as well as to the company's salesmen and regional managers.)

Page two, in 10 lines, describes a new policy for saving salesmen detail work, and in two additional lines issues instructions for complying.

A final three-and-a-half lines direct attention to a copy of a letter from the manager of another department regarding changes in the Floor Covering Defective Material Report—representing, the men are told, "still another step in the simplification program," and that attention to the changes "will result in a more satisfactory handling of factory test samples for you and your customers." The changes in question appear on a sheet of paper which is a different color from that of the bulletin, punched to fit into the salesman's binder for reference.

Finally, there is attached (also on a different color paper) a memo signed by Mr. Lazarus. This is addressed to Western Region Distributors (copy included for salesmen's information) and concerns the availability to one specific product together with selling points, dealer zone prices and distributors' net costs.

All information in this mailing can

WHAT PABCO DID TO CURE IT:

Channeled all communications for salesmen through the Sales Department.

Classified all communications by subject matter.

Incorporated all routine information in one of three patterned regularly-issued bulletins.

Sent all letters dealing with individual salesmen's problems in duplicate to mechanize and cut the time on replies.

Cut another corner, found a dividend: Under the new plan parts of the sales bulletins were made to do double duty as regular mailings for distributors.



be absorbed in a few minutes' reading.

The Headquarters Information Bulletin and attachments go out by airmail, special, on Thursday evening, together with the regular stock sheet. They reach the salesmen, at latest, on Saturday. Thus they are prepared with all essential information for the work of the ensuing week and can incorporate it in their planning.

Individual letters with special instructions are infrequent. They are kept down to a minimum.

Once a month the salesman receives a Merchandising Memo. This, too, is on paper which is different in color from that of the Bulletin and its enclosures. The Memo briefly outlines the merchandising theme or approach for the coming month. For example:

"The big push on merchandising for this month should be concentrated on lining up dealers for tie-ins to the big full-color, full-page advertisement which will appear in Sunday supplements of newspapers in 46 key newspapers across the country.

"Those salesmen who will not have supplement advertising in their territories can go after their dealers with the package promotions on the Warranty Yard Goods Shadow Line and California Originals."

Three additional lines convey merchandising instructions for Western Region men.

The Memo concludes: "As proved by past experience, the men who make the best showing will be those who squeeze the last drop of usefulness

from these merchandising tools which already have been supplied."

Quotes from letters follow to show consumer response to the advertising mentioned.

There is a page on merchandising in the field, emphasizing the value of planned work, illustrated by "a shining example of a plan that paid off" in the form of a digest of the two-day record of one man in the field, whose name is given. It concludes: "Planned calls plus the intelligent use of large samples needed to show off [the product] to best advantage resulted in this fine record."

Intelligence, Abridged

Concluding pages briefly describe each with a photograph: (1) how a dealer made a success of an exhibit of his Pabco merchandise at a local home furnishings show; (2) how one sales representative won dealer window displays.

The Memo concludes with a reference to "A New Page for Your Manual," which is attached. It gives five radio continuities for use by dealers.

This information also is condensed and may be absorbed in a few minutes' reading. "It is punched for inclusion in the salesmen's current reference book.

Another mailing which goes to the men (also to Pabco distributors) monthly is the *Pabco Monthly Digest*. On white paper (not punched because it is mainly for reading and

not reference), it conveys information, highly condensed, under six permanent headings:

1. Current Sales Outlook: Factual, down-to-earth, pulling no punches, it aims at giving the salesman, the district manager, the Pabco representative, a true picture of conditions.

2. Personnel Report: Keeps salesmen and managers up-to-date on one another's moves, on additions, men going into the Services, etc.

3. Customer Report: Provides information on personnel changes or additions, expansions, and working data in general.

4. Competition: Contains terse information such as "Most building materials manufacturers are starting to allocate parts or all of the lines. Paint competition is as keen as ever, with raw material shortages becoming the 'great leveler'."

5. Competitive Products: Advises of anything new which may help the salesman, the district, or the distributor in planning or selling.

6. Headquarters Notes: Covers happenings of interest to the field, shop talk, etc.

Distributors as well as Pabco personnel await eagerly the *Monthly Digest*, considering it "inside information" (which it is) both interesting and useful.

Mr. Lazarus makes an interesting point when he says: "One important aim in these releases is to anticipate what the field force will want and need to know." This makes for better merchandising in the field, better
(Continued on page 94)



GUY GILLETTE

FROM BEANS TO LYSOL... may sound like a big jump, but it seems perfectly natural to Lehn & Fink's Eugene N. (for Nelson) West. He's been L & F's general sales manager—Drug Division. Now he's the Division's new head. But originally he was in the chain store field. California born, bred and educated, he ran a store for Safeway after he emerged from the U of California. And as he puts it, "The basic merchandising principles learned in the grocery field lend themselves very well in helping the retail druggist do a better job on our products. This becomes especially important in view of the ever-increasing competition in the resale of our particular type of product." He was, before he moved in with L&F in '49, sales manager for U.S. Time Corp. Today he directs the destinies of such products as Lysol, Hinds honey and almond cream and Etiquet. Lives in the boat-minded Larchmont community . . . says: "I'm the only guy there who doesn't own so much as a canoe!"

They're in t



THE FIRST MILE... taught Allis-Chalmers' new president, William Alva Roberts, a valuable sales lesson. This man who's been responsible for promoting and selling most of the postwar agricultural and road machinery innovations in his company's line got his sales experience building roads! As a young grad of Springfield Business College, Missouri, he went to work on a construction gang. With the experience gained from hard labor and poor machines he made up his mind that he'd have a hand in marketing equipment that would bring *good* roads to every community of the U.S. Against this background he built his sales and engineering organization. He's served A-C in various sales capacities . . . joined the company in '24 as a salesman in the Wichita, Kansas branch. By 1937, largely through his insistence, A-C offered the nation's farmers a low-price tractor and made mechanized farming a reality available to millions. He supervised the introduction of rubber tires on wheel tractors, played a leading part in the introduction of the ALLCROP Harvester which replaced many of the giant combines then in use. Born into a farm background, in the Ozark Hills, he knows the desperate need for good farm machines. He's been not just a salesman; he believes in farm mechanization and he's tied his sales theories to his beliefs.



ANNIVERSARIES AND PROMOTIONS... seem to be running hand-in-glove at *The American Magazine*. This year marks the 75th year for the publication which began its literary life as *Frank Leslie's Popular Monthly*. . . . And this month brought O. W. ("Bill" to everyone) Doty a boost up the ladder to advertising sales manager. Cherubic-looking, pipe-smoking, immensely popular Bill Doty, who has been assistant ad sales manager, is recognized in advertising circles as a capable man who has spent his entire working life in the advertising sales field. He belongs to the 25 Year Club at Crowell-Collier and as added proof of the guy's stability, he was born and raised in Yonkers . . . never lived anywhere else. Began his *American* career as a salesman, was eastern sales manager for several years. He takes over the top advertising post at a time when the publication's circulation is at the highest in its history: over 2,500,000. . . . Bill has three hobbies: baseball, gardening and his family. Typically *American*!

n the News

BY HARRY WOODWARD

EVERY MAN A GOURMET... If Frank Schoonmaker—director of production and sales for the sprawling empire that is Almaden-Madrone Vineyards—has his way (and his way is built around education and showmanship) every man *will* be. For an ex-Nebraskan his career, up to the gunnels in wine, has been unique. After prohibition he was one of the first to write wine-education articles. Out of these articles and the interest they generated, he was drawn into the wine importing field. Today he's considered one of the world's leading wine authorities. His educational and sales program for Almaden-Madrone doubled the sales of fine wines for this producer in one year. He loathes "wine snobbery," says "wine is good when it *tastes* good." By such appeals to reason he has allayed the fears of thousands of people who hesitated to serve wine. He instituted the informative label on the back of wine bottles, makes a personally-recommended selection of fine wines which are promoted for people who are either too nervous to do the job themselves or merely accept his word as law. His story on how Almaden-Madrone is going about the task of selling the American public on the joys of wine, is on page 42.



QUALITY COMES FIRST: Is it—or is it not—fine enough to qualify as a "Frank Schoonmaker Selection?" If it doesn't, it's bottled in bulk and sold as an "ordinary" red or white wine. L. to R.: E. J. Muzzy, president, Almaden-Madrone; Frank Schoonmaker; O. J. Goulet, and Morris W. Turbovsky, wine-makers at Madrone.



Schoonmaker Scorns the Rule Book—And Wine Sales Double

Based on an interview with FRANK SCHOONMAKER*
Director, Production and Sales Almaden-Madrone Vineyards

Time-tested rules for mass merchandising break down when the sales problem is that of selling wines as an adjunct to gracious living. Here SM summarizes the ideas of the man whose influence on industry merchandising, advertising and promotion has been more profound than that of any other.

The merchandising and advertising of wines produced in America, particularly finer wines, has undergone what amounts to a revolution.

The individual most responsible for the change is Frank Schoonmaker, first American to acquire a truly international reputation as a wine expert. The winery that is putting the Schoonmaker taste and touch fully to work to move good wines to American tables is the Almaden-Madrone Vineyards in California's Santa Clara Valley.

A program that has doubled the sales of fine wines for this producer in one year utilizes original ideas in packaging, labeling, point-of-purchase and display, and in advertising to dealers and consumers. The ideas

*See "They're in the News" Page 41.

were originated to make people curious to try fine wines—but they are adaptable to other items with an appeal to good taste and discrimination, particularly as they pitch all forms of snobbery out the window.

Snob appeal—what Mr. Schoonmaker calls "wine hokum" and "abracadabra"—was the first thing he set out to abolish when, in 1938, he was convinced that California wines were achieving a quality which could compete with European vintages.

"Snobbery," Mr. Schoonmaker says, "has done more harm to the wine business than anything else. It has inclined the average American to say, 'To hell with it!'—and call for a Scotch and soda." In wine circles it took an honest courage during the first few years after Repeal to say, as

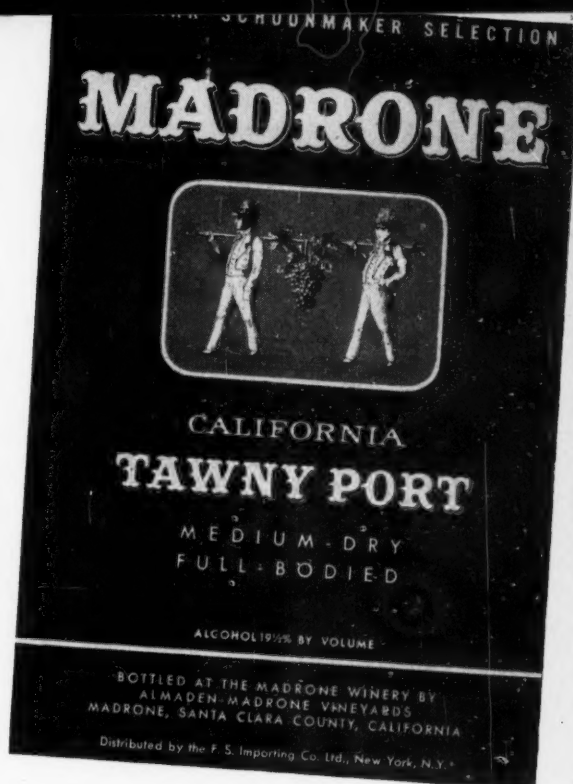
Mr. Schoonmaker did aloud: "Wine is good when it tastes good." He urged the junking of all traditional "wine hokum" in packaging, advertising and selling.

A lot was wrong with the way American vintners were merchandising their product during the early 1930's, but one of the silliest and most discouraging to sales was the prevailing habit of making domestic wines look like imitations of European varieties. "Everybody dislikes imitations," Mr. Schoonmaker said to every wine maker and bottler who would listen. Soon some of them got the idea and began to discard European wine names and terminology, along with copies of old bottles and labels.

From 1935 through 1937 Mr. Schoonmaker was importing European wines for his own firm, Frank Schoonmaker & Co. When he started to add California products a year later, his labels were revolutionary: If the wines were what the French call ordinary, they were identified (not deceptively, as California Burgundy, Claret, Sauterne, or what have you) simply as Frank Schoonmaker's California Red Wine or White Wine respectively. More deserving wines were named for the grapes from which they were made (Traminer, Riesling, Cabernet, Pinot Noir, Semillon, Grenache Rosé) and the county (Napa, Sonoma, Livermore, Santa Clara, etc.) of their origin.

SALES MANAGEMENT

NOT IMITATIONS of French wines, but products with their own special appeal and individuality. Schoonmaker abandoned all attempts to ape French bottles and labels. He's the father of the informative back label (shown at immediate right) which capitalizes upon the colorful lore surrounding each type of wine. See article for typical details of copy.



With the dual objective of educating everyone concerned to sell or buy wine and make the wines fascinating to amateurs and connoisseurs alike, Mr. Schoonmaker instituted the informative back label on wine bottles.

The label idea was so obviously what the mysterious wine bottle needed to help salespeople and consumers to approach it with confidence, that it was quickly adopted by vintners who felt that their wines could speak for themselves if understandable language was used. There is some irony in the fact that winemakers in France have adapted the idea in their own merchandising: Informative back labels are now appearing on French wine bottles.

American wines should sell for what they are, Mr. Schoonmaker preached when he started to represent finer domestic products such as Korbel, Fountaingrove, Larkmead, Martini, Wente Bros., Inglenook, Almaden, Paul Masson. They have nothing to be ashamed of. And the packages which present them to the consumer should be as American as they can be. He helped to design labels for four of the leaders named, drawing inspiration from early American prints of the Currier & Ives period and using type faces with a similar influence.

Another thing that was wrong with wine merchandising in the United States as this exacting vinophile saw it, was a sort of irresponsibility. You cannot label, package, or advertise an ordinary wine into the fine wine class and charge premium prices on the strength of a promotion build-up. It's a product which demands a strict and simple honesty in the selling, as

well as a devotion and knowledge in the production. The wine industry over the long pull can thrive only on discrimination. That does not mean there is no place for the popular product, the fair-to-good *ordinaire* which the older wine-drinking peoples consume as Americans do Coca-Cola. "Quite the contrary," says Mr. Schoonmaker, "but let's sell it as such and price it as such and on that foundation begin to build a more selective appreciation."

Good Wine . . .

"A good wine is one that tastes good." Very well, friend consumer, try one which an experienced wine man has found to meet his standards. This approach was behind the next step in the Schoonmaker method of merchandising a delightful, if temperamental, product. He presented—and has since made famous—the "Frank Schoonmaker Selections." He frankly says: "Every winery has some poor wines" . . . and he proceeds to sort out the best, by his criteria, and offer them as one discriminating person to another.

In 1940 when Mr. Schoonmaker took over the direction of over-all sales policies for Almaden Winery he applied these principles to merchandising Almaden wines, developing for them, as we shall see, one of the most integrated wine promotion programs ever undertaken. By 1950 when Almaden had taken over Madrone Vineyards and after that the Parrott & Co. interests in Solera Cellars, this program was at work for a wine producer controlling what is believed to be the largest planting of quality

grapes under one ownership in California.

The Almaden-Madrone Vineyards, as it is now called, with Edward J. Muzzy serving as president, Louis A. Benoist as vice-president, and Mr. Schoonmaker as director of production, sales and advertising, has already proved that the progressive ideas which Mr. Schoonmaker has long advocated pay off in sales. Let's look at these ideas at work, for they can be used by anyone marketing a product with an appeal to genuine discrimination.

First, Mr. Schoonmaker says, you look to the quality of the product. That is why his function includes direction of production and sales—an unusual combination. The production phase of his work is mainly advisory. It includes picking up what he calls "interesting" lots of wine from many small or medium-size quality producers to be aged and bottled by the Almaden-Madrone Vineyards, for, substantial as the latter's grape acreage is, it cannot produce all the fine wine it hopes to bottle. Besides, certain varietal types necessary for a full line come only from certain counties such as Sonoma Pinot Noir.

Next, a strict quality policy is formulated. Every winery has some poor wine. Mr. Schoonmaker is not going to pretend that the one whose products he is preparing to merchandise is an exception. "Wines that do not come up to the standards we have set for fine wines must be sold in bulk." They go out in gallon or half-gallon jugs labeled for what they are: ordinary. The ones judged fine and finest become "Frank Schoonmaker Selections."

For these Mr. Schoonmaker worked out a series of new labels embodying his ideas of what a wine package should look like and accomplish for the product. You will not find on the Almaden, the Madrone and the Solera brands a single labeling pattern. "We deliberately keep our labels from being monotonous," he points out.

The same basic design is carried through, but there is considerable variety in color. For example, red and gold are used for the best red wines, green and gold for the best white. For the second best reds and whites, blue and black, and blue and white are used respectively. Pink wines (Grenache Rosé) have a special label as do Solera sherries and ports. All have dignity with simplicity. But the back labels, informative though their aim is, break out in a contagious gaiety.

Back Labels

Take the back label for the Almaden Cabernet. The background is white printed in black, bordered in full color with grapevine leaves, bunches of grapes and hints of other vinous symbols, while the headpiece subtly introduces the viands that are natural companions of this red wine. A platter of rare roast beef has the center of the decor. The jolly chef behind it grasps a hapless duck by the throat, while at either side of him a lamb and a rooster suggest that they also are appropriate at the feast.

The text is a direct message to the consumer, which Frank Schoonmaker signs: "This fine Cabernet," he says, "is a distinguished claret from a great American wine district. The Cabernet grape of the Bordeaux country, when planted in the better districts of California, gives such wines as this: clarets that can easily hold their own against the better regional wines of France.

"This Cabernet should be served at room temperature, with any well-planned meal when meat or fowl is the main course.

"The rolling vineyards of California's North Coast counties, where this wine was produced, lie around San Francisco Bay in one of the outstanding fine wine districts of the country."

Bulk wine back labels, set up in the same way, are models for sound salesmanship of a medium quality wine. For example: "Frank Schoonmaker's White Wine. . . . This fresh and clean-tasting White Wine will be found excellent for an occasion when a sound, unpretentious White is called for—which means almost any meal. However, since it comes to

you in gallons (at considerable saving) and likely will not be used up at one meal, certain precautions are advisable if the wine is to be enjoyed in its best condition." The remainder of the text details these precautions.

Dealer display is another matter on which Mr. Schoonmaker has definite ideas. "Mass display is a fine way to sell beer . . . it's a lousy way to sell wine," he maintains. "It's as bad salesmanship to display 100 wine packages all alike as it is to display 100 hats or dresses. Set up a mass display of the most beautiful hat model and any woman would flee. Wine, like a smart hat, should be displayed to suggest its individuality" . . . even as it is bottled and labeled with that same end in view.

Almaden-Madrone field men apply and pass on to their wholesalers, whose salesmen in turn teach retailers, a display technique which includes these basic points:

1. All successful wine merchandising is accomplished by putting the bottles out where they can be seen, touched, handled, the labels studied . . . but avoid "set" displays and massing of one type of label. Emphasize uniqueness, variety, choice.

2. For wine, an irregular, broken display is best, even a jumble of bottles arranged so that back labels as well as front labels catch the eye and prompt the customer to read. Wine is not just something to drink . . . it is *interesting*. With many, it approaches a hobby. Make the displays interesting. Mass display kills this sort of interest.

3. Of wine sold in food stores, 80% is purchased by women (In liquor package stores 80% of the wine sold is purchased by men, on a rough estimate.) A wise wine merchant will try to sell the woman of the family. This is done by bringing spot displays of selected bottles or groups of bottles into food departments. Examples: a chicken, a turkey, a steer, with an appropriate wine package displayed nearby, or even tied to it or a bottle or selection of bottles in the meat department of a market. If there is a special on lamb, feature it with a good companion wine.

Window displays are planned the same way.

To encourage the kind of display desired, the winery puts out window and counter display pieces which hold bottles or groups of bottles. For example, a current piece (See photograph, page 45) holds eight different bottles. Across the top is a movable panel suggesting, with gay text and illustration, the use of each wine. Dealers are supplied with three sets

of these panels to use with different assortments.

Colorful bottle-top or bottle-neck tags are also supplied.

It is a task of the winery's regional sales supervisors and salesmen to bring these display pieces to dealers and guide them in making advantageous use of them.

"Your job is to empty the wholesaler's warehouse so that he will need to order more," the winery field man is reminded. And the way to do this is to keep it moving at the retail end. This is accomplished all along the line by effective use of the winery's sales tools and literature and by applying its display techniques as outlined. The winery field man shows the way.

For example, the territory is Chicago, the Almaden-Madrone representative goes to a large wholesaler who has, say, 60 salesmen. He will ask each of these salesmen to give him a list of his five best wine accounts or prospects. He then makes an appointment to visit each of the accounts or prospects with the salesman, bringing with him the point-of-purchase material. Restaurants, hotels, clubs, food and package stores are called on and the district salesman is taught how to talk wine, how to use the sales tools and literature, where to put up displays, what kind of shelf space to request. The district salesman likes these calls because of the guidance he receives and because commission on all sales made during the calls goes to him. It is not uncommon for 75 cases to be sold in a day, demonstrating to the district salesman not only how it should be done but that it can be done.

Wine Media

The winery's literature and advertising have a character all their own. A business predicated on selling a fine product to a relatively small and select clientele cannot—even if desirable—compete with volume wineries in advertising and promotion. Mr. Schoonmaker points out: "We have to use, instead, salesmanship and imagination."

Among other promotional media, an eight-page tabloid called "News from the Wine Country" does a low-pressure but highly effective selling job. Printed on ordinary newsprint, in green, blue or wine-color type, text and illustrations convey a gaiety and sparkle inevitably associated with wine, while subtly imparting information calculated to touch off a spark of interest in the beverage even in hardened soft drink addicts. The lit-

the paper comes out four times a year and now has a 215,000 circulation.

The artist retained to do the light-hearted (but nonetheless informative) line drawings which liven the text is Oscar Fabres, a Chilean educated in Paris, who is also responsible for the amusing back label illustrations and all other winery literature artwork.

A typical issue of "News from the Wine Country" includes a lead story (merger of Almaden and Madrone wineries); two columns on fine wine imports; news of awards won by Madrone wines; a bouquet to U.S. wines from a French epicure; Jean Owen's Food Page, featuring recipes using wine; "Wining and Dining in the U.S.A."—two columns on good or unusual restaurants with comments on their wines and wine policy; a column of "Correspondence;" comment by Mr. Schoonmaker on Rhine Vintages since '28; two pages of the "Dictionary of Wine Names and Wine Terms" (which the Wine News has been running for two years); a page on "Frank Schoonmaker Selections—What are they, anyway?"

Wine merchants and retailers handling wine order many copies of the News for distribution over the counter, for use in billings or other correspondence and in direct-mail promotions. Seventy thousand individual wine fanciers are on the winery's list by request.

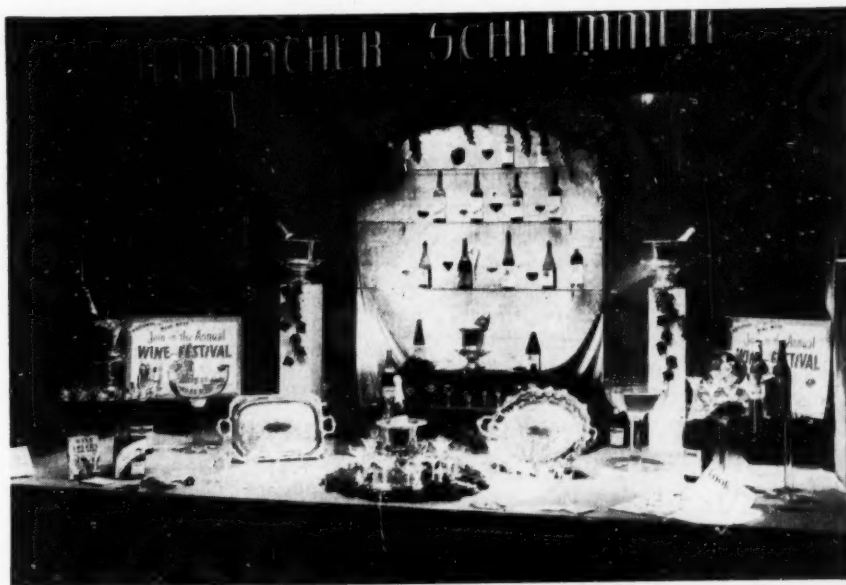
A companion piece to the above is the "Almaden-Madrone Winery Press," a four-page publication for the trade, which talks shop mainly for the benefit of the wine salesman at several levels, tells about the advertising program, has a "Salesman's Question Box," gives selling hints, and (under the heading of "The Grapevine") publicizes with praise outstanding jobs done by district salesmen, dealers, restaurants and others concerned with selling wine. "It brings wine sales forces closer to the organization," Mr. Schoonmaker maintains.

Other literature plays up wine awards to the Almaden-Madrone wines. These awards also form the basis for advertising copy when they are news following the Sacramento and Pomona agricultural fairs.

Almaden-Madrone advertising, carried in *The New Yorker*, *Vogue*, *Gourmet*, *Time*, *Sunset*, and *Fortnight* has the same light touch and sophisticated artwork as does the literature. Sometimes it plays up one wine (Almaden Grenache Rosé... "Here's one fine wine that goes with everything!"... Or Madrone Ruby Port... "luxury after dinner.") Fre-



TYPICAL OF THE DISPLAYS designed by Almaden-Madrone is this unit which holds eight different bottles. Schoonmaker believes religiously in avoiding mass displays of one brand. "Emphasize uniqueness . . . range of choice. Make wine interesting," he preaches.



DISPLAY CITATION: Hammacher, Schlemmer, New York, won the top National Wine Week award with this display based on Frank Schoonmaker Selections. The wines are shown in an appropriate setting involving fine silverware and glassware and good books on wine.

quently it is "Frank Schoonmaker's Wine Page," with friendly, intimate chatter on the wines being promoted, or Schoonmaker's Selections (Europe's Rarest . . . America's Best").

Many people get their first taste of a fine wine during a meal in a restaurant on some special or festive occasion. Restaurants, clubs and hotels therefore are good wine customers and through them appreciation of better wines may be cultivated. Almaden-Madrone does some of its best selling

work in places where good food is served.

First, it helps to train waitresses and waiters. A winery field man (or a winery-taught wholesaler's man) will get a restaurant's serving staff together during a quiet period for a 10-minute discussion of wine: how to recommend and serve it, etc. Usually, a Wine Institute motion picture is used, particularly one called the "Daily Double," showing how waiters and waitresses can double their

commissions and tips by acquiring wine-serving know-how.

The winery also supplies free a menu wine card to restaurants. It offers a sufficient selection of wines. The card lists eight or nine recommended wines with suggestions on what foods they best go with. It has space for the restaurant name to be printed and a post card back for souvenir mailing by customers who like to take them away. Approximately a thousand restaurants in the United States are using these wine cards with good results.

Probably the smartest move to sell more wine in more restaurants was that undertaken by the winery in the Fall of 1950 when it put out a new container called a "Pony," to bring to the table individual portions of wine. The decanter-shaped bright green bottle holds six and two-fifths ounces, two glasses of a red (claret), a white (chablis), a golden (sweet sauterne) or a pink (vin rose) wine and adds only 50 cents to the cost of the meal. Its closure is not a cork but (waiters and waitresses love this!) a crown cap which comes off with a flip of the opener.

The Almaden-Madrone "Pony," which is also being merchandised through retail outlets, came as an answer to the reluctance of restaurant personnel to struggle with corkscrews and of diners to add a dollar or more to the meal check. It permits, too, one member of a party to drink a red wine while another member enjoys a white or a pink wine. Restaurant owners are adopting it happily as a volume builder. Some restaurants place the little bottles temptingly on tables with a colorful bottle topper telling all about it and its price.

What has this co-ordinated program done for Almaden-Madrone wines?

"Well," Mr. Schoonmaker reports, "we are doing double our last year's volume on fine wines. We've reached capacity on our champagnes and on our Rosé."

Mr. Schoonmaker wants to see that happen to all of California's fine wines. "The ideal thing that could come about in this state's wine industry," he says, "is to have a maximum of 10 and a minimum of six of our quality producers get together and promote their fine wines jointly, even to having their sales representatives in common and sharing costs on a quota basis. People in the fine wine business should not sell against one another. Actually we have only two enemies, the coffee pot and the water tap." That is his way of saying that a good wine has no competition in the real sense of the word.



CURB "DEMO": Prospects for accounting machine equipment no longer lose valuable time traveling to Burroughs Adding Machine's branch offices for demonstrations of heavy equipment machine.



QUIET PLACE: There are none of the customary interruptions which occur in a prospect's own office. Neither is the salesman under the strain of carting heavy, precision gear in and out of offices.

Easier on Prospects

Some equipment of Burroughs Adding Machine Co., Detroit, is too large to carry in an automobile. Now a Burroughs salesman can demonstrate a complete line of machines in the comfort and privacy of a wood-paneled salesroom parked at the prospect's door. Machines are mounted on boards so they can be shifted around to provide a variety of seating arrangements. With this unit a Burroughs salesman can get ready for a demonstration in 10 minutes, elim-

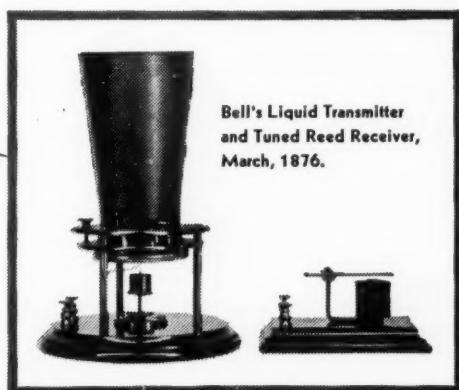
inating the hour formerly required to unload and set up in the prospect's office, and another hour to re-pack.

This unit, located in Boston, in the first six weeks was used during 150 calls, resulting in \$20,000 worth of orders, with prospects for an additional \$50,000 in sales.

"For the price of a parking meter," explains Boston regional manager, Frank W. Luby, "we now can have a branch office at the customer's door."

75th Anniversary of the Birth of the Telephone

1876 ★ 1951



Bell's Liquid Transmitter
and Tuned Reed Receiver,
March, 1876.



Suppose the telephone had never been invented

Have you ever thought what the world and your life would be like without the telephone?

If you wanted to talk to relatives or friends — if you wanted to order from a store — if you needed to summon a doctor or a policeman in an emergency — there would be no way you could do it in a hurry. What now

takes only a few seconds or minutes would often take hours and cost you far more than a telephone call.

Each year the telephone becomes more useful to the people and more vital to the prosperity and security of the Nation. Today's tremendous job of production and defense could not be carried on without it.

There are twice as many Bell telephones as there were only ten years ago. They are here and ready because the Bell System kept right on building and improving to meet the country's needs.

Never in the history of the telephone has it been so valuable to so many people as right now.

BELL TELEPHONE SYSTEM



Adventures in Shopping

BY THE SALES MANAGEMENT STAFF*

Manufacturers may find sales personnel indifference hard to lick, but they could help many customers to sell themselves if they attached really informative tags, labels and booklets to the product . . . Here's what's happening in stores to such branded items as:

Bendix ironers
Eversharp pens
Flo-Ball pens
General Electric ironers
Horton ironers
Ironrite ironers
Magnavox TV
Norge refrigerators

Parker pens
Philco TV
RCA-Victor TV
Servel refrigerators
Sheaffer pens
Waterman pens
Westinghouse TV
Zenith TV

Now that we have had an opportunity to analyze shopping experiences from all over the country and over a period of several months, certain definite patterns begin to form:

1. On items such as appliances which are out in the open where customers may examine them, few manufacturers are doing a good job of helping the customer to sell himself by having informative tags, labels, booklets where the customer can study them while waiting for clerk attention or just "browsing around."

2. If you come up with a new sales argument, you can't put it over quickly by consumer advertising alone. Other things must be done to get store understanding and acceptance—such as educational work by your men, tags and booklets, business paper advertising.

3. The level of retail selling has deteriorated since the Korean invasion, and is likely to get worse before it gets better. Easy sales have made for sales personnel indifference in lines where there has been a "run"; the mad man-power scramble will siphon

off many youngsters to the Armed Services or to better-paying jobs.

These Adventures in Shopping are blow-by-blow accounts of actual shopping experiences. Replying to subscriber Larry Hagaman of Magnavox, and others, instructions to our editors and reporters are to tell exactly what happened. The example can be one of good selling or of bad. While space limitations prevent us from printing all of the reports which are turned in, those selected are truly representative of the whole. Thus the series is a cross-section of what customers come up against, and an index of how the stores react to specific brands, and how much of the manufacturer's story gets across through the store personnel, or how much of the faith or interest created by the consumer advertising really sticks after the retail salesman has had his say.

25. You Get Parker 51 If You Demand It

Powers' Stationery; Osborne's Book Store
Both of Santa Barbara, California

My teen-age daughter wanted a Parker 51 pen, "exactly like that of the English teacher." The salesgirl at Powers' store was dusting shelves and continued until specifically asked for help with pens. I asked to see Parker 51 pens. She put a tray on the counter and every pen in it was a Sheaffer. I repeated the request for Parker 51 and she produced another brand. The third request brought Parker 51 but with very limited selection. She said Sheaffer's were better and cost less.

Down the street was Osborne's Book Store, so I went there. The first request for Parker 51 brought a tray of Sheaffer's. The second request brought a sweep of the hand to several brands. Insistence brought Parker 51. I asked why they were so expensive. She guessed it was the gold in the pen; and also: "You know they have to advertise them."

I bought the Parker 51 because my daughter liked the way her teacher's pen wrote and wanted nothing else. Not even poor store salesmanship and complete indifference toward the brand could overcome that reason.

*Fourth in a series

We Have A Client Who Is Oversold

Here's what their Divisional Sales Manager
thinks about advertising under those conditions

.....

"Right now we don't want more business, although there are a few customers whose volume on our production line we would like to replace with an equal volume of a more profitable type.

"Under these conditions, our salesmen are not making calls on anyone other than their present customers or the handful that they would like to get to replace the less desirable business.

"That means that there are companies - and many individuals within those companies - that we may be mighty glad to serve some-day, but upon whom few, if any, sales calls are being made now.

"Today's high turnover of personnel means that many newcomers may not know about our product.

"Under these conditions, nothing but advertising can maintain contact and instill the reputation that we hope we will have in the minds of these important buying influences, come the day we may need their business to beat the band.

"But this can work only if we quit thinking of advertising as being necessarily a bid for immediate orders.

"During the last war many sales executives learned how to do this. They used advertising to keep their products and their facilities and abilities high in the minds of their post-war prospects.

" - did it in such a way as to keep hundreds of prospects familiar with their products and services while, at the same time, making it clear that they were not in a position to serve them currently.

"This much is beyond dispute; that sales executives who took the time and trouble to exercise a little ingenuity in finding ways to maintain contact with all known post-war prospects -

" - to reach unknown post-war prospects - and to keep their company's name and reputation before many individuals in both kinds of companies throughout the war -

" - these sales executives emerged from a sellers' market into the rough and tumble competitive economy that followed, with distinct competitive advantages!

"So, with our company, it is not a matter of shall we quit or not - it's a matter of putting our heads together and finding out how to perform this important interim function in such a way as to avoid attracting a high volume of currently unwanted business and,

"... at the same time, assure the company that as few prospects as possible will be permitted to forget the advantages of our process and products.

"The crux of it is this: How else are we going to maintain contact with the companies and individuals in those companies whose business we can't handle now but whose business we may be happy to have some-day?

"Our immediate capacity may be oversold - But the good name of our company can never be oversold!"

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • LExington 2-3135

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

MARCH 14, 1951

26. "We Don't Have to Give Any Sales Talk"

Arnold Constable & Co.
New York City

I'm still a sucker for a ball pen. A Reynolds leaked all over my suit coat, and an Eversharp was an on-again-off-again writer, and just the other day I heaved into the wastebasket my third (Sheaffer's Fineline) after it ran dry and the screw top had worn out.

Nevertheless I asked the middle-aged saleslady to show me some ball

pens. Without a word she opened and handed to me a Sheaffer Fineline, and pushed a piece of writing paper toward me. Then she said, "That's a good pen for \$1.95." I scribbled my name. She walked away and waited on another customer. Finally a young girl wandered by and I asked her what about the Flo-Ball (98c). "Oh, it's all right," she said, without moving from her position against the back counter. I picked one up, wrote my name, and then put it back. Next I asked to see an Eversharp or a Waterman. "We don't have them," she re-

plied. I said I was surprised and asked why not. "Oh, I guess they're all right, but we just don't have room for them."

I still had the Sheaffer in my hand and I still liked the man-size feel of the case which had induced me to buy my first one in Milwaukee last summer. "What makes this Sheaffer worth \$1.95?" I asked. Her reply was slightly tart: "Why everybody knows Sheaffer and Parker make the best pens. We sell a lot of them and we don't have to give anybody any sales talk, either." I still looked doubtful, so she continued: "Besides, if anything goes wrong with the Sheaffer you can get it repaired at their office in the Empire State Building."

I peeled off a couple of dollars, and put the pen and change in my pocket.

(Editor's note: Can it be only coincidence that of the several pen adventures we've received, all have indicated store or salesperson pushing of Sheaffer as against other brands?)

27. Westinghouse Loses a Sale

TV Departments

D. H. Holmes Co.; Maison
Blanche, both in New Orleans

We set out to buy a TV set. I have friends who are either in the wholesale end/or manufacturers' representatives and could have bought wholesale. But the saving would have been the wholesaler's rather than retailer's profit, and for the few bucks difference we decided we'd buy from a good store where we would get satisfaction if the set went wrong, as so many do at the start. We went to a department store rather than an independent store because as a rule nobody has a stronger conception of post-sale customer service than good department stores. First stop was D. H. Holmes Company's TV department.

"We want to buy a TV set," I told the salesman. Here were no lookers; rather people primed to buy on the spot.

"Well, here they are," he waved at a battery of sets. Then he stood still with an expectant smile. Obviously the next move was up to us.

"Don't you sell Westinghouse?" my wife asked. We've always been partial to the Westinghouse brand in appliances. You can count upon a good, dependable piece of machinery. "We do," the alleged salesman said (this from an appliance salesman—usually the hottest of hot shot retail salesmen) "but they're over in the next room." Obviously, we wouldn't want to walk there.



Grocery Linage In 1950

Combined Total, Local and National

2,646,784 Lines

in The

BUFFALO EVENING NEWS

Grocery Chain Stores
744,754 Lines

Independent Food Stores
509,515 Lines

Department Store Food Linage
141,980 Lines

National Grocery Advertisers
1,250,535 Lines

Food business in Buffalo is good! These advertisers know this is a great food market and they know that The Buffalo Evening News produces excellent results for them.

Your Advertising in The News Will Reach This Big Food Market of Over 1,402,923 People!

(Agate Linage from Media Records, Inc., N. Y.)

BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
National Representatives

WESTERN NEW YORK'S GREAT NEWSPAPER

Upshot was we did walk there. We had to ask the salesman to turn a Westinghouse set on. We asked him how the controls worked. He didn't know, had to go to the desk and get a booklet. Instead of studying it and showing us, he handed my wife the booklet.

"I see some Philcos over there," she told him. "What's this Philco 'balanced' beam business? Is Philco better than Westinghouse? What do we get in one that we don't get in another?"

"Well," the salesman answered, "the Philcos on our floor all have metal cabinets. We haven't been able to get wooden cabinet Philcos."

A couple of minutes later we walked out — and had to ask the salesman for his card. We went across the street to Maison Blanche where the salesman quickly narrowed our choice to Magnavox or Zenith, and sold us a Magnavox.

Later we had occasion to be glad we'd bought from a department store. The Magnavox was bad; last week we exchanged it for an RCA.

(Editor's Note: If Westinghouse attached an informative illustrated tag or booklet to the set, it's possible that either salesperson or customer would have figured out the controls. In the next installment we hope to have the story on Magnavox-RCA.)

28. They Make It Hard to Buy a Refrigerator

A score of New York Metropolitan Area Stores

We were in the market for our first refrigerator buy, having bought a home in Darien. Previously, landlords had supplied the refrigerator.

I covered a score of outlets, including Macy's, Gimbel's, Bloomingdale's, Wanamaker's, Vim, Dynamic, three distributors and numerous small appliance stores.

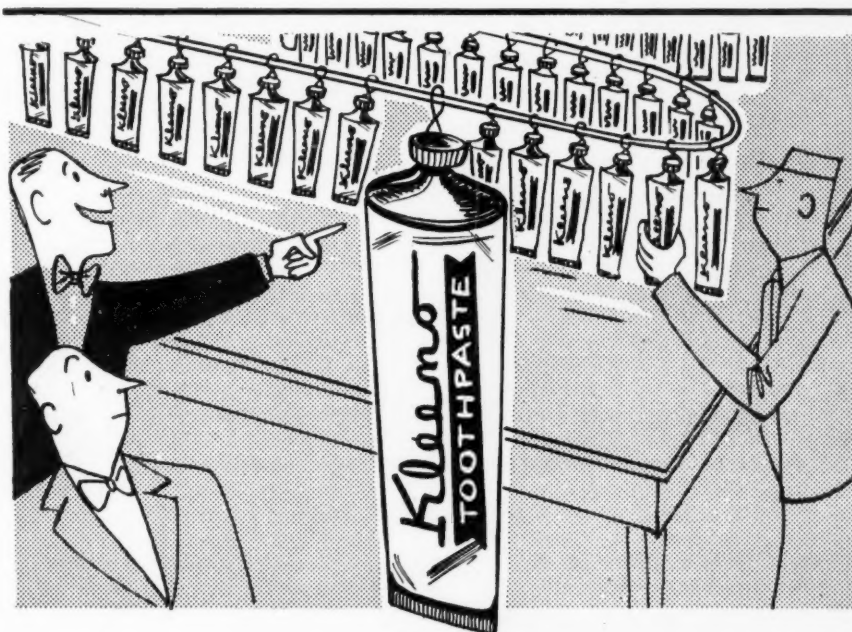
My standard approach was to tell the truth: "I'm looking for a refrigerator. I don't know exactly what I want, except that it should have a fairly large freezing compartment." From there I let them pick up the ball.

The single most significant point that struck me was that in all cases the best service, helpful information and thoughtful cooperation offered was by the smaller individual shops. A single exception was at Macy's, where a very able young salesman was extremely cooperative and informative. However, the other department stores and the chains did a very poor job by any sales standard. But "apathy" might be too enthusiastic a

word to describe the service I received from them. In the case of Wanamaker's a very pleasant-appearing elderly gentleman waited on us. However, I had the feeling that no more humility in my manner would be asked for if I were being knighted than was seemingly called for in my request for information.

And in the case of Vim, I was very definitely frightened out of any thoughts of doing business with their organization by an extremely loud and foul-mouthed departmental sales manager who could be heard in the

background losing his temper over the telephone because of a late delivery from one of the suppliers. Again, with the exception of Macy's man, only in the smaller stores did they ask — before demonstrating the model — such a very important question as what size kitchen space would we have available, which way would the door have to open — right or left-handed — were there any gas facilities in the house, or if no gas facilities in the house, did the town of Darien have any outlets? The gas question, of course, became quite important



"This is our Giant Economy Size for the Growing Greensboro Market!"

IT'S A GIANT ECONOMY SIZE MARKET, TOO! In the heart of North Carolina—Sou'th's leading state—the Greensboro 12-County ABC Trading Area concentrates 1/6 of the state's population, and 1/5 of the state's retail and food sales! Since 1939, retail sales are up 301%—the 10th largest increase in the United States. Reach this growing market profitably with the GREENSBORO NEWS and RECORD . . .

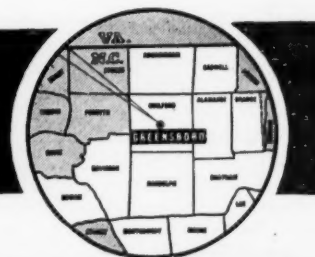
The only medium with 70% coverage in the Greensboro 12-County ABC Area, and selling influence in over half of North Carolina!

Sales Management Figures

*Greensboro
News and Record*

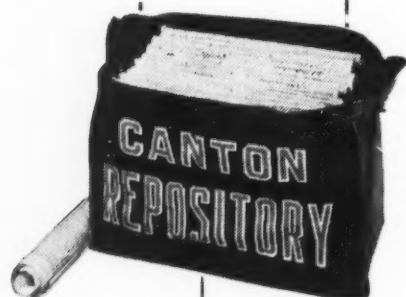
GREENSBORO, NORTH CAROLINA

Represented Nationally by Jann & Kelley, Inc.



**we eat 43% more
food in
CANTON, OHIO**

**156,000 people
now live in the
CANTON
CITY ZONE**



**No other
newspaper gives
merchandisable
coverage of this
rich northeastern
Ohio market**

**99.4%
home delivery
in the Canton
City Zone**

A Brush-Moore Newspaper Nationally
Represented by Story, Brooks and Finley



"Two Friends . . . Don't Mention Money"

whenever a salesman would take me by a Servel. Contrariwise, in several experiences with the smaller shops, I was advised away from certain models and, most important, they troubled themselves to explain why.

The store brand situation exists very definitely in refrigerators. Even at Macy's the one able salesman made quite a point of opening up the Macy 9-foot box and comparing it side by side with a 9-foot Norge. He was careful to point out that specifications, design, etc., were precisely the same although Macy's price was substantially under that of the brand name.

29. "Two Friends . . . Don't Mention Money"

**Howland's Department Store
Bridgeport, Connecticut**

In the appliance department a Horton ironer bore a flashy sign reading, "It Breathes." How, I wondered aloud, but the young man who had offered to help me admitted that he had no notion of *how* it breathed, if it did breathe.

"We unpacked it this morning and set it up here, sign and all. Everybody's been asking the same question as you, but no specifications sheet came with the machine. I think I'll turn the sign face down until I can find out what it means." And he did.

Since neither of us knew much about the Horton, I turned to a G-E and asked the salesman why it was worth \$30 more than the Horton.

"Every salesman in Bridgeport should be trying to sell you the G-E! It's the best there is. Sturdy construction, dual heat control on the shoe for greatest economy, a longer and a wider shoe."

It was the less expensive of two General Electric models on the floor. "The other is just the same—except for more chrome and fancy dressing, and still another set of controls. This one's the best buy. Suppose you want to do a shirt. It's five simple operations. I'm no expert, but I went to the Bendix training school, and I could do a shirt in five minutes." (They carry the Bendix but he was explaining the G-E.) I saw an Ironrite and asked about it. "Excellent machine," he said. "But it's really built for professional work. If you're the average housewife your chores wouldn't require such a capacity for punishment."

But he stopped at that point. We parted, most amiably, like two friends between whom money is never mentioned. He had given advice on the relative merits of several machines; he had warned me against paying for more glitter; he had done everything short of attempting to get me to buy an ironer then and there.

(*Editor's note:* One report after another points to sales that are lost because the manufacturer doesn't supply informative tags or booklets with the product.)

The fifth installment of "Adventures in Shopping" will appear in the April 1 issue.



"Tape recording? It's the best sales training aid we have!"



SALES TALKS recorded on tape help both new and experienced salesmen to improve their delivery, eliminate speaking faults, polish up tone and emphasis. Tape recordings reproduce every inflection with faultless fidelity.



A GOOD TELEPHONE TECHNIQUE goes a long way toward making sales. Tape recordings of sample conversation point out areas where improvement is desirable. With tape, recordings may be erased and the tape used over and over again.



RECORD SUGGESTED SALES PITCHES on tape for distribution to branch offices and field men. Tape captures all the emphasis and enthusiasm of the original talk, transmits it faithfully. A single reel of tape plays for as long as two hours without interruption.



INTRODUCTION OF NEW PRODUCTS is simplified with tape. Detailed explanations of new features and improvements are recorded on tape to be played for groups all over the country. Tape is easy to transport, doesn't break or chip.



HAVE TO MISS A MEETING? A simple-to-operate tape recorder will capture everything that goes on, reproduce it perfectly for you and any others who couldn't be present originally. No needle scratch or cross-talk with tape!



ASK YOUR DEALER for a free demonstration of tape recording, or we'll be glad to arrange one for you. Write today to Dept. SM-M1, Minnesota Mining & Mfg. Co., St. Paul 6, Minn., and all arrangements will be taken care of immediately.

Made in U.S.A. by **MINNESOTA MINING & MANUFACTURING COMPANY**, St. Paul 6, Minn., also makers of "Scotch" Brand Pressure-sensitive Tapes, "Underseal" Rubberized Coating, "Scotchlite" Reflective Sheeting, "Safety-Walk" Non-Slip Surfacing, "3M" Abrasives, "3M" Adhesives.

Trend: *still going*

1. TOTAL CIRCULATION
2. NEWSSTAND SALES
3. ADVERTISING LINAGE

LARGEST TOTAL CIRCULATION

Redbook's circulation for the last six months of 1950 was highest in history—averaged in excess of two million copies per issue. January 1951 circulation was the highest of any January in Redbook's history.

NEWSSTAND SALES GAINS

The last six months of 1950 became the fourth consecutive period which gained over the corresponding period of the previous year.

ADVERTISING LINAGE UP

Redbook's advertising linage for the first quarter of 1951 is up 16.2% over the corresponding period of 1950. This is the third consecutive period showing gains for Redbook's advertising.

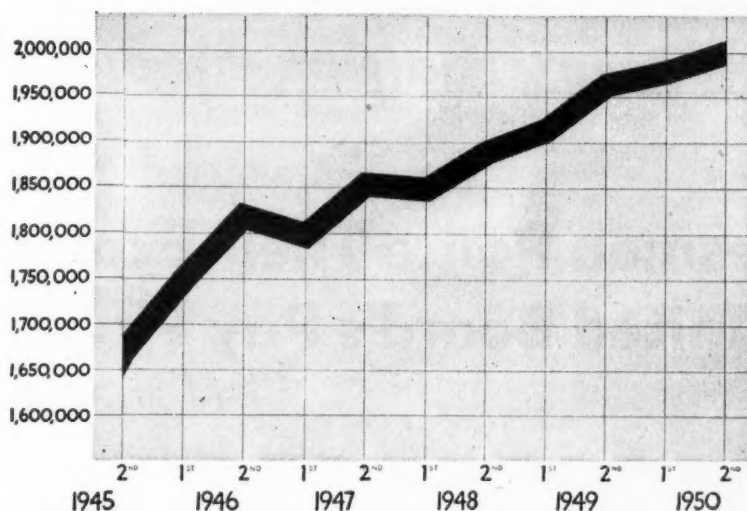
REDBOOK talks the language and interests of Young Adults as no other large circulation magazine does. If you want to sell to this growing market, advertise in Redbook where the trend is up!



UP!



TOTAL REDBOOK CIRCULATION BY 6 MONTHS PERIODS



Redbook

is going places

BECAUSE IT'S SERVING THE SELF-INTEREST OF YOUNG ADULTS!

MARCH 1, 1951

How Incentive Pay Can—and Does— Work for United Board's Salesmen

Expenses	Base Salary	Earned Commissions	Total Compensation	Sales Quota	Actual Sales	Sales Expense as % of Sales
\$1,200	\$3,900	None	\$ 5,100	\$102,000	\$ 50,000	—*
"	"	"	"	"	102,000	5.4%
"	"	\$ 1,960	7,060	"	200,000	3.7
"	"	3,960	9,060	"	300,000	3.2
"	"	5,960	11,060	"	400,000	2.9
"	"	7,960	13,060	"	500,000	2.7
"	"	9,960	15,060	"	600,000	2.6
"	"	11,960	17,060	"	700,000	2.5

In this instance, quota is set by adding the annual expenses allowance of \$1,200 (for Metropolitan area) to the annual base salary of \$3,900 and multiplying the result (\$5,100) by 20, making the sales quota \$102,000. However, if salesman increases expenses he automatically increases his quota. Will

extra expense bring extra sales? The salesman must decide. Expenses of \$2,500 are more nearly typical in larger territories. Commission at the rate of 2% is paid on all sales in excess of quota.

*Territory is being developed.

Salesmen Police Their Expenses In United Board's Pay Plan

When a salesman lets his expenses go above the base he automatically boosts his own sales quota. This is just one feature of a plan that solves territory potentials, house accounts, and a salary-commission compensation plan.

Before going into the mechanics of our new salesmen's compensation plan, let me summarize the results:

Even before the Korean war began last June, salesmen's salaries and expenses, which had been quite a bit in excess of 5%, had been cut sharply. Today they are 30% below our original figure.

Further, 17 out of 20 of our salesmen have reduced their sales costs an average of 23%. The three salesmen whose costs have gone up are in the high brackets so that their ratio of expenses to sales approaches 3%.

The figures on the balance sheet

don't tell the entire story.

Perhaps the biggest gain in our incentive pay plan is a change in morale. Not so long ago incomes of our salesmen ranged from \$3,500 to \$10,000 a year, with little relation to either territory potential or sales volume.

Today, each one of our salesmen is on a salary base: \$3,900 a year.

That's a floor for each salesman. It helps, we think, to take some of the uncertainty out of selling when, through no fault of the salesman, the mill can't supply the products. That happened in World War II. Despite

present high output and good earnings, salesmen worry about cutbacks during this emergency.

The salesmen have a floor under their earnings but they have no ceiling. Unlike many compensation plans, ours doesn't penalize a good man the moment his sales ability begins to bring in high earnings.

United Board has operated under all the basic pay plans—salary only, salary plus bonus, and commission.

Our toughest problem in working out the salary plus commission pay plan was setting up territories equal in potential.

The market research necessary to develop equal territories would make an article by itself so we won't go into the details here. The work was

BY WILLIAM G. HENRY
Sales Manager
United Board & Carton Corp.
Syracuse, N. Y.

**advertisers
who can still be sold
on the idea
that one paper
will cover a market
should confine their campaigns
to towns that have
only one paper—
Detroit needs TWO.
One of these papers
is
The Detroit Times**

*You're missing something
if you miss The Detroit Times*

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

done by Stewart, Dougall & Associates, New York City. Territories were laid out with full cooperation of each salesman. The work was done with a minimum of interference with active accounts.

Our next big step was to eliminate the house account. The possibility of plums being dropped in various territories was reviewed in setting territories. In order to work a salesman into a house account which he might inherit in his territory, we allowed him one-third of the sales credit the

first year, two-thirds the second year and full credit the third year and after. This was quite acceptable to all men and they were fully cognizant of each house account and to whom it would be credited. Accounts were assigned so equitably that there were no jealousies among salesmen.

The pay plan had these objectives:

1. Increased sales volume in new and existing accounts.
 2. Increased activity of salesmen.
- The existing plan of flat salaries did not offer an incentive to salesmen.



"The figures on the balance sheet don't tell the entire story." — William G. Henry, United Board's sales manager.

They were more inclined to be wasteful of the company's time and expenses.

3. Less detailed supervision of the sales force. Each individual would produce at a maximum rate since his income depended upon it.

4. Equal effort put on all United products by encouragement of each salesman to study and broaden his scope to that of a full line salesman.

5. Reduction of selling costs and continued reduction in the selling costs percentage with increasing volume.

6. Hastening of the elimination of sub-marginal salesmen.

7. The carrying of marginal salesmen at a minimum cost to the company.

8. Practicability of excellent earnings for salesmen capable of high productivity.

9. Standardization of the base salaries and commissions of all United salesmen.

10. Flexibility sufficient to meet the non-standard compensation requirements of new salesmen, old salesmen in new territories, and the like.

11. Improvement of the morale of the sales department and consequent improvement in the morale of the company's other departments.

12. Turning over of house accounts to the salesmen in a way fair both to the salesman and to the company.

The base salary decided upon was \$3,900 per year. This salary is paid to the salesman regardless of his quota or sales. The salary is sufficiently high to retain a salesman through slack periods and to retain his close tie and loyalty to the company. It is sufficiently low to furnish a real incentive for sales. The existence of a base salary also makes it easier for the office to direct each salesman's activities.

It is not intended that any sales-

*Georgia's
Key Market*

**METROPOLITAN
AUGUSTA
GEORGIA
162,000**

This is Georgia's 3rd and America's 107th market and does not include the bonus market of 45,000 (approx.) Camp Gordon troops and their families.

Greater Things To Come

Augusta is a growing market. The \$620 million H-Bomb plant being erected near Augusta is bringing over 30 thousand construction workers and their families into the Augusta Area. The best way to tell your advertising story to this big, rich market is through Augusta's four radio stations and two newspapers.

**INVESTIGATE
Augusta, Georgia
TODAY**

man, after becoming established, will work for this salary or this income, but the company's fixed liability is established with this floor. Furthermore, the base salary can be subject to review with varying changes in the cost of living.

After careful consideration of all factors, commission in excess of quota was established at 2%—one half to be paid on shipments every four weeks; the amount unpaid and owing at the end of the year after final adjustments to be paid as a lump sum just before Christmas. We made our first lump payments last December and the salesmen are delighted with this arrangement. In addition to the higher payments during the year, the big check arrives at an historically good time with Christmas and income taxes facing each man.

Quota for each man is 20 times the sum of the base salary plus travel, entertainment, subsistence and other controllable expenses; this is, 5%.

Inclusion of controllable expenses as a factor governing the salesman's quota has a highly beneficial effect. All expenses are paid by the company, but the reward of economy is immediately apparent, for judicious handling of expenses enables the salesman to reduce his quota and increase his commissions. At the same time, the salesman is entirely free to spend money to make money. He is encouraged to spend money for entertainment and travel if it will produce profitable sales; he is discouraged from wasting money on non-productive accounts.

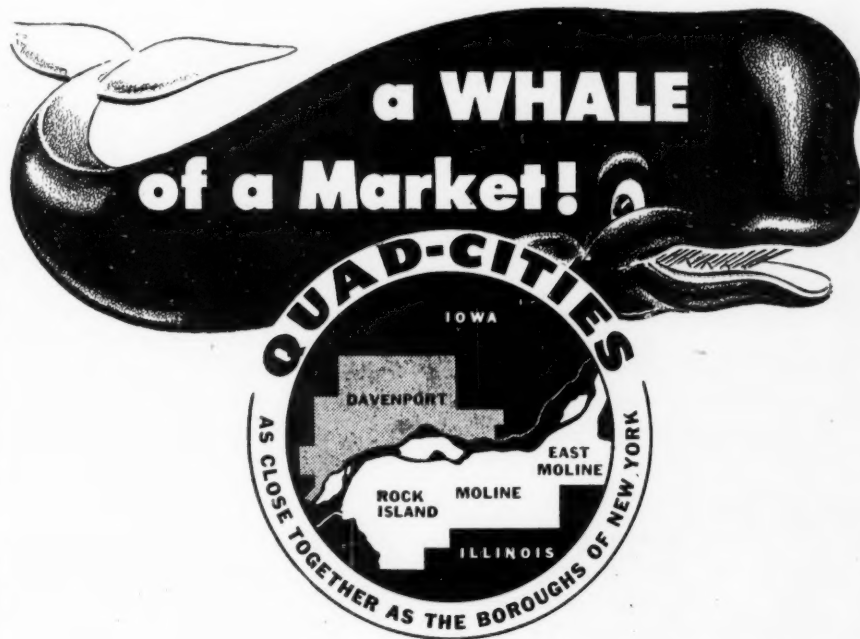
5%: Maximum Expense

The 5% figure represents the maximum direct selling expenses. This percentage is as large as possible to assist the salesman to reach his quota with reasonable sales.

To allow for the disparity in necessary expenses between a salesman operating in a large, dispersed territory and a salesman with a compact, metropolitan territory, the amount of expenses chargeable against quota for certain salesmen is reduced from the amount of actual expenses.

If, for example, a salesman covers one or two sparsely populated states which require a lot of travel and more living expenses than a man in a metropolitan area, a judgment allowance of expense accounts not to be charged to quota is granted. In such instances, we'll say the actual expenses run \$3,200 a year. From a study of the territory the salesman is advised of his expense allowance. Quotas figured with and without the expense allowance are shown here:

NO ALLOWANCE		WITH ALLOWANCE	
Base Salary	\$ 3,900	Base Salary	\$ 3,900
Expenses	\$ 3,200	Expenses \$3,200—allowance of \$1,000	\$ 2,200
Total Sal. & Exp.	\$ 7,100	Salary & Expenses less Allowance	\$ 6,100
Times 20	20	Times 20	20
Quota	\$142,000	Quota	\$122,000



POPULATION (METROPOLITAN COUNTIES)	233,012*
over half (57%) on Illinois side	
TOTAL RETAIL SALES	\$246,605,000
over half (51%) on Illinois side	
FOOD GROUP (RETAIL SALES)	\$25,346,000
over half (59%) on Illinois side	
DRUG GROUP (RETAIL SALES)	\$7,643,000
over half (56%) on Illinois side	

*1950 U.S. Census Preliminary Report

All sales figures for Quad-City Metropolitan Counties are from 1948 U. S. Census of Business

**ROCK ISLAND ARGUS
MOLINE DISPATCH**

The newspapers that cover the ILLINOIS side where 57% of Quad-Cities population live.

NAT'L. REP. THE ALLEN KLAPP CO.

WHBF

5000 WATTS BASIC ABC

AM TV FM

NAT'L. REP. AVERY KNODEL, INC.

Sell Your Product in the Rockford Market



• 119 Cities and Towns in 13 Counties in Northern Illinois and Southern Wisconsin

• Reach 80,787 Homes Daily with Sunday Edition 95,024

127,445 A. B. C. CITY ZONE



A. B. C. RETAIL TRADING ZONE 595,390

ROCKFORD MORNING STAR
Rockford Register-Republic

REPRESENTED NATIONALLY BY BURKE, KUIPERS & MAHONEY, INC.



Mr. Executive:

"GENERAL AUTO" FLEET RENTALS CUT AUTO COSTS

BRAND NEW 1951 FORDS, PLYMOUTHs, CHEVROLETs
FLEETS OF 10 TO 1,000 CARS FOR IMMEDIATE DELIVERY

INCLUDES GAS & OIL

Includes license plates; replacement in case of fire or theft; new cars every 12 months.

Now Serving RCA, F. W. Dodge, U. S. Hoffman Machinery Co., Koppers Coke, and many other national firms.

HIGHEST PRICES PAID FOR YOUR PRESENT CARS

Write, Wire or Phone



GENERAL AUTO RENTAL CO.
COAST-TO-COAST

HAROLD B. ROBINSON • Livingston 8-5000

6600 N. BROAD ST., PHILA. 26, PA.

PLAN A—Fleets 100 or More For Fleets With Low Annual Mileage	3950 MO. PER CAR
PLAN B—10 or More Cars 25,000 Miles Or More A Year Low As	3 1/2¢ PER MILE
PLAN C—10 or More Cars A Popular Plan Used by Many Firms	4950 MO. PER CAR

With this allowance the salesman would start to earn his 2% after he reached his quota of \$122,000 and, by the time he achieved his quota with actual expenses of \$142,000, he would have earned 2% on \$20,000 or \$400 more than he would have provided no expense allowances were granted.

A supplementary compensation was set up to assist a salesman to adjust himself to the plan. This was calculated to give a salesman receiving more pay than he earned under the new plan time to increase his sales to, or in excess of, the money then being paid to him. Accordingly, at the inception of the plan, no one was cut or reduced in income but some started receiving additional compensation immediately. It was, in effect, "Heads I win, tails you lose" for the salesman. Obviously, under such an attractive arrangement, the plan was received with little or no unfavorable reaction.

Salary Supplement

Under this arrangement, at the discretion of the sales manager, the base salary of any individual can be supplemented for a specified length of time to allow his earnings to reach a compensation level in excess of that which would be reached through application of the base salary alone. This plan allows for the introduction of a man in a new territory where developmental work will be necessary with immediate sales not commensurate, perhaps, with the salesman's efforts or abilities. Eventually, there will be few such cases, but at the inception of the plan we did have quite a few.

Some of the men were new salesmen and some were old salesmen in new, undeveloped territories. Their supplemented payments are considered as temporary promotional costs—for the opening of new territories and for the development and training of men, not as continuing costs. The supplementary compensation is paid, of course, only when necessary to help the salesman at the predetermined income level. When his sales earn him the income under the plan, his supplementary income automatically vanishes.

Inauguration of the incentive plan presented some real problems. Inequities existed in compensating the salesmen, yet there were certain moral or contractual obligations between company and salesmen that we would not break.

Changes in the method of compensating salesmen are usually received with some doubt and distrust, particularly by older men. In anticipation

of this, and long before the final plan was established, we made test application to salesmen's incomes in various sales brackets. Where some salaries are too high and others too low, the problem of adjustment is to inaugurate the more equitable arrangement with the least possible danger to men and moral. The grapevine is usually active at such times, so we dispelled all fears early, by announcing that no one would be hurt financially when the incentive plan first went into effect.

Explain to Each

When the plan was complete, we called in each of the salesmen one by one and explained it thoroughly and in complete detail, answering all questions about the plan itself. We had prepared a graph, together with a table of earnings, for each man according to various sales volume. Naturally, each salesman was mainly interested in just how our change in compensation would affect his own pocketbook. By working out each case and presenting it individually it was obvious to each salesman that we, too, were directly concerned with how the plan would affect his earnings.

Let's assume that John Doe works in a metropolitan area, so his expenses are low—only \$1,600 per annum. Let's assume also that John Doe is new in the territory and we allow him \$400 a year on his expenses. The chart on page 56 has his quota shown as \$102,000. This is arrived at, as explained previously, by multiplying his base salary (\$3,900) plus his expenses less allowance (\$1,600 — \$400 equals \$1,200) or \$5,100 times 20 arriving at quota as shown on the chart of \$102,000. Once John Doe reaches his quota, his income starts going up at the rate of 2% on every dollar of sales thereafter.

Perhaps John Doe is receiving \$6,860 as represented by "S" while his sale "S" are only \$200,000, entitling him to \$5,860 as shown on the chart

and the accompanying table; then we are paying him \$1,000 "supplemental" income, perhaps because of longevity of service, promotional work in a new territory, or experience in general for a newly hired man. His supplemental income is pointed out to him and it is explained to him that his sales must reach the corresponding volume to warrant his \$6,860 compensation.

On the other hand, John Doe might have been selling \$350,000 as shown by the chart "S" and we were paying him only \$6,860 when he would be entitled to receive \$8,860 or \$2,000 more.

The number of men overpaid and the number underpaid at the start of the plan, were just about even. As promised, we did not reduce any incomes, but immediately, according to plan, increased those underpaid. Those overpaid were told there would be a review at some time in the future—no date was set. We subsequently made some slight adjustments, but today, one year later, we have all the men except one, who was released by us, and in all but two cases where incomes were reduced to a point where sales warrant compensation.

In the plan is a reserve for sales contests which are contemplated at some time in the future. These contests will be designed in such a manner as to encourage additional business of a certain type for the primary purpose of balancing out our production, trimming our board mills and performing other services which will reflect in a more efficient operation for the Production Department.

The plan has been a decided improvement over anything we have seen to date in the industry and, while it is still relatively a question of time, it has proven itself completely. Naturally we always shall be on the alert to augment or improve, but we feel happy in having established a method of payment which has achieved our original objective of decreasing costs and increasing salesmen's compensations.

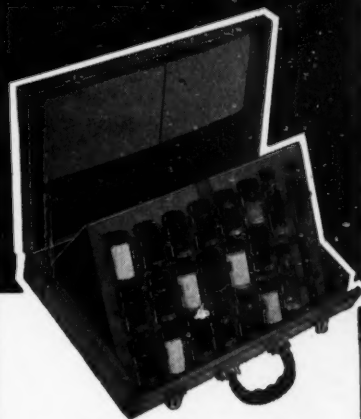
COMING

Records You Must Have To Back Tax Deductions

What Industrial Buyers Expect in Your Letters

MARCH 1, 1951

Sales Kits*



Designed to Fit SPECIAL NEEDS

Combination display and carrying case as shown above enables a salesman to conveniently carry his samples.

But . . . in a moment's time his carrying case becomes a hard hitting sales tool . . . ready to show the line to the best advantage.

Let us analyze your special Sales equipment needs and give you our suggestions and prices.

*Also 100s of other items

SEND FOR FREE FOLDER

Sales Tools, Inc.

1224 West Madison Street
CHICAGO 7, ILL.

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



The Courier-Journal

THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS-TV
364,123 DAILY • 293,426 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.



think
Twice
about
TACOMA

1—Think of Tacoma as a dominant, important segment of the great Puget Sound market—where more than 50% of Washington's business is concentrated.

2—Think of Tacoma as an individual market covered **ONLY** by the News Tribune. Outside dailies deliver only 13% coverage—against the Tribune's 83% in Tacoma-Pierce County.

Ask Sawyer-Ferguson-Walker Co. for the complete story.

The
TACOMA
News Tribune

Over 80,000 Circulation, A.B.C.

and **KTNT**
Transit Radio



Shop Talk

An Editor Goes A-Shopping

"The vacuum," said the maid, "—it doesn't pick up right."

I looked at it. It was an upright, brush-type. It had passed its fifteenth birthday and it was beginning to make tubercular sounds in its innards. I said all right, we'll buy a new one.

So I talked to some friends who own new machines to find out what they have and why they liked it or disliked it. And I've been exposing myself as I rambled around town, to vacuum cleaner salesmen in the appliance and department stores.

What I've heard has occasioned some rumination about our sales training problem. It has led me to examine again the relationship between attitudes, product knowledge, and knowledge of the techniques of salesmanship, and their relative importance. I'm more convinced than ever that we're too anxious to begin pouring product and tactics information into our trainees before we've done the necessary ground work on the attitudes that make star salesmen.

Because of recommendations of friends, or what I knew about the reputation of the companies, I decided I wanted to see a demonstration of each of four machines: Hoover, Lewyt, Singer and Electrolux. My approach to the salesman was, in every case, quite direct. I said, "I'm in the market for a vacuum cleaner." Then I waited to see what would happen.

In all I've talked with 12 salesmen. The things that bother me most about the performance of the majority of them are matters of attitude. The amount of competitive bitterness I've encountered, for example. The far-too-frequent samples of slick sales tactics, half-truths, whole untruths and thinly disguised or bare-faced high pressure. The lack of patience. The missing service approach.

The vacuum cleaner field is admittedly one where competitive pressures are particularly strong. I do not for one moment believe this industry is in any worse shape than many another when it comes to customer relations. On the contrary, the makers of cleaners have, I feel, been making some commendable progress in lifting the level of salesmanship performance. What I'm saying, therefore, is that vacuum cleaners are only accidentally and incidentally the subject of these paragraphs. Some of the principles involved are applicable almost across the board.

Within the last fortnight I've been told all of these things:

"I can't tell you what we'd give you for your old cleaner unless you're ready to buy this week." (Later, under pressure, the salesman confessed he was trying to make his monthly quota.)

"You wouldn't want to buy a Lewyt or any other machine from a company that might or might not stay in business."

"No company but ours will see that you will get a complete home demonstration."

In answer to my question as to why so many people seemed to be buying cylinder-types: "They're really no good for all-purpose cleaning. People buy 'em because Electrolux salesmen go around telling women how dirty they are."

"In another month or so you won't be able to get immediate delivery on this or any other cleaner."

I grow uneasy under such careless handling of the truth by any salesman, no matter what his line may be. I don't like innuendo, and I don't like competitive knife-sticking. Nine of the 12 salesmen plainly projected the idea that they believe all their competitors are stinkers and they're out for a fast commission for themselves. That confidence-building "you and your cleaning problems and what we can do for you" attitude just wasn't there.

I wondered at the lack of patience on the part of these salesmen. They wanted an order long before they had built the proper structure for an order. People, largely, don't spend \$80 or more without knowing what they're to get for their money.

And I grew pretty discouraged over the several occasions on which I couldn't get any attention from a salesman at all. I reached the point of total absurdity in a department store where I paused before the Lewyt demonstration setup. A 200-pound salesman finally broke away from three of his unemployed buddies who were hanging out a wash among themselves, and ambled over.

"I'm in the market for a vacuum cleaner," I said. "What about this one?"

He shifted his weight from one foot to the other. His face wore the expression of a dead mackerel. Said he, "Costs \$89.95."

I waited. The salesman stood there. I felt that he preferred me to move on. I waited some more, looked at the cleaner attachments. Unfortunately, that's the end of the story. That was the *sum-total* of information the salesman volunteered about the machine.

This sleep-walker probably is wholly miscast in a sales job. I doubt if the manufacturers whose sales he is inhibiting can do anything about men of his ilk. I do know this: It would be futile to attempt to load this man with either product information or how-to-sell knowledge until something drastic is done to correct his attitudes. If we'd put this character in a skit at a sales convention everybody in the audience would say he was overdrawn to make a point. Overdrawn, my eye! There he is—right on the floor of one of the largest department stores in New York City.

I do not think I'm tapping the wrong key when I urge more attention, in sales training courses, to the hazards of competitive selling. When a salesman makes an ill-considered, emotional or wholly unfair reference to competing products he's on the thinnest of thin ice and 10 ill-chosen words of this kind may cancel out 20 paragraphs of otherwise faultless sales presentation.

In vacuum cleaners, for understandable reasons—because Lewyt is the "upstart" in the field that has made rapid progress—Lewyt is apparently "the competitor I'd most like to take a sock at." Entirely aside from the consideration that selling has some unwritten sportsmanship rules just like baseball, which contribute to its ethical standards as a profession, I do not believe it is good for any industry when this sort of thing goes on. It arouses the fighting instinct in prospects. After all, I know many people who like Lewyt cleaners and I have respect for Lewyt engineering. I felt like coming to Mr. Lewyt's rescue.

It wasn't, I believe, by coincidence, that the three salespeople who scored highest with me in attitudes and sales skills, all refused to be drawn into any competitive discussion beyond a straight request that I compare features myself.

I'll tell you about these three in my next column. One of them sold me a vacuum cleaner, and I'll tell you why.

A. R. HAHN
Managing Editor.

st in

POPULATION

4,051,740 *

RETAIL SALES

\$2,294,535,000 **

NET INCOME

\$3,487,827,000 **

FARM INCOME

\$809,026,000 **

MANUFACTURING SALES

\$4,497,300,000 ***

... among
the 12 states in
the rich, growing
Southeastern
Market

*1950 U. S. CENSUS

**1949 SALES MANAGEMENT

***1949 MANUFACTURERS
RECORD

NORTH CAROLINA

DEPARTMENT OF CONSERVATION
AND DEVELOPMENT, RALEIGH



HUGE replica of Keps, Shakeproof's new pre-assembled nut and lock washer, housed a projector that flashed a series of sound color slides telling the story.

What Kind of Product Preview When Top Brass Prospects Come?

Based on an interview with **JACK O'CONNOR** • Manager, New Products Division, and
JOHN S. HAWLEY • Marketing Manager, Shakeproof Inc., Division of Illinois Tool Works

Shakeproof told in management terms at special presentations the story of its new pre-assembled nut and lock washer. Result: Spot orders for millions of units that might otherwise have taken months to sell from the bottom up.

Introducing a new item of a highly specialized nature to a selected cross-section of the industrial market, a field that can use billions of units in a short time, can easily demand new techniques in presentation and a dramatic approach to volume buyers.

Shakeproof Inc., a division of Illinois Tool Works, Chicago and Elgin, Ill., faced such a problem last fall. The story of how Shakeproof did its job is startling enough to make any management, faced with a similar task, stop, look and listen.

This company's new product was a pre-assembled nut and lock washer, patented and trade-named "Keps." Keps was born to the assembly line

with one distinct, outstanding advantage: It was a brother of Sems, a similar pre-assembled screw-and-lock-washer that had earned wide acceptance on assembly lines. The trick was to acquaint top executives of the nation's largest manufacturers with Keps' advantages in the shortest possible time.

Anyone who sells a volume item which is new to larger manufacturers for incorporation into their products knows that long delays are common before final buyer acceptance. Usually the manufacturer insists upon extended laboratory research, tests, trial runs and shakedown. Workability and cost savings are key fac-

tors and must be proved. Big industry is cautious.

To short-cut standard introductory procedures, Shakeproof executives decided to hold three presentations late last fall, inviting top brass of larger manufacturers in for a "look-see." Three cities were chosen for the kick-off. The first presentation was held in Philadelphia, then Detroit and Chicago in turn. These cities were selected because of their proximity to the plants of manufacturers who logically should be the most interested.

"Before the Philadelphia show was over one radio manufacturer had given us an order for 2,000,000 Keps," reports Jack O'Connor, manager of Shakeproof's New Products Division. "Before the Detroit show was over one automobile manufacturer had placed an order for 6,000,000 units. We had orders for 9,000,000 from auto manufacturers and 4,000,000 from radio manufacturers so quickly that it made our heads swim. During the first month after the announcement, orders came from such



in Food Advertising for 1950

LEADING NEWSPAPERS IN FOOD ADVERTISING FOR YEAR 1950
(Retail Grocers - Groceries of Department Stores
- General Groceries)

MEDIA RECORDS

① **Miami Herald (M & S)**

3,887,874

2. **Chicago Daily News (E)**

3,652,789

3. **Houston Chronicle (E & S)**

3,527,400

4. **Milwaukee Journal (E & S)**

3,388,156

5. **Detroit News (E & S)**

3,338,176

6. **Washington Star (E & S)**

3,258,457

Times Picayune & States 3,226,516

Again in 1950 The Miami Herald -- with close to 4 million record lines (almost 600,000 more than the year before) -- set the pace for the entire nation in food advertising.

This latest Miami "First" stands as another proof positive that Greater Miami is indeed one of the country's most vigorous and rapidly-expanding markets; one of the few that has been able to top even its own brilliant post-war record of performance.

This record proves, too, that more and more local and national advertisers have dis-

covered the one newspaper people believe in and respond to in South Florida is The Miami Herald -- one of the nation's outstanding advertising media.



JOHN S. KNIGHT, Publisher
STORY BROOKS & FINLEY, National Reps.
A. S. GRANT, Atlanta
Affiliated Stations -- WQAM, WQAM-FM

MIAMI -- An International Market

MARCH 1, 1951



He'll Be Listening TO THE MESSAGE YOU SEND BY HIS OWN STATE MEDICAL JOURNAL

HE reads and respects his own State Journal for its scientific papers, turns to it for local news of the profession, depends upon its advertising messages—always acceptable to the A. M. A. Councils.

Spot your campaign in the states you choose, or broadcast it to every doctor in the 42 states covered by the 34 State Journals! Whatever your needs or your budget, our 29 Convenient Space Budgets will help you allocate your medical advertising dollar to the best advantage.

Glad to send you a set of these time-saving figures now. Just say "Budgets," and address

STATE JOURNAL ADVERTISING BUREAU

of the American Medical Association
535 N. Dearborn Street • Chicago 10, Illinois

34 State Journals Covering 42 States

ALABAMA, Journal of Med. Assn. of
ARIZONA, Medicine
ARKANSAS, Med. Society, Journal of
CONNECTICUT State Med. Journal
DELAWARE Med. Journal
DISTRICT OF COLUMBIA, Med. Annals of
FLORIDA, Med. Assn. Journal of
GEORGIA, Journal of Med. Assn. of
HAWAII Med. Journal
INDIANA, State Med. Assn. Journal of
IOWA, State Med. Journal of
KANSAS, Med. Soc. Journal of
KENTUCKY Med. Journal
MAINE Med. Assn., Journal of
MICHIGAN State Med. Soc. Journal of
MINNESOTA, Medicine
MISSOURI State Med. Assn., Journal of
NEBRASKA State Med. Journal
NEW ENGLAND Journal of Med. (Mass.,
New Hamp.)
NEW JERSEY, Journal of Med. Soc. of
NEW ORLEANS Med. and Surgical Journal
NORTH CAROLINA Med. Journal
NORTHWEST MEDICINE (Oregon, Washington,
Idaho & Alaska)
OHIO State Med. Journal
OKLAHOMA State Med. Assn., Journal of
PENNSYLVANIA Med. Journal
ROCKY MOUNTAIN Med. Journal (Colo., Utah,
Wyo., New Mex., Mont.)
SOUTH CAROLINA Med. Assn., Journal of
SOUTH DAKOTA Journal of Med.
TENNESSEE State Med. Assn., Journal of
TEXAS State Journal of Med.
VIRGINIA Med. Monthly
WEST VIRGINIA Med. Journal
WISCONSIN Med. Journal

companies as Admiral, Chrysler, Hudson, General Electric, Hotpoint, Briggs, Mullins Mfg., Capehart-Farnsworth. We were off with a bang."

John S. Hawley, marketing manager, broke into the interview at this point to explain that had the old familiar routine of taking each potential sale up with an individual buyer of each manufacturer been followed, days, weeks and even months might have been lost before getting volume sales.

"One of our largest manufacturers, according to accepted practice, when considering the purchase of any new item for its assemblies—anything even as small as a screw—specifies that 40 presentations be prepared, one for each of its divisions," said Mr. Hawley. "These must contain blueprints, specifications, cost-saving estimates and use-arguments. Some divisions may accept the item; others may not bring a reaction; still others, refusals to accept. It can be a long-drawn-out process fraught with many vexations.

Why Presidents Came

"Our purpose was to short-cut the routine, avoid getting tangled up in the ordinary jungles of red tape, and get the job done. By impressing them with the fact that we had an important story to tell, we managed to get presidents, vice-presidents, production managers, product designers, quality control men and others to come to our meetings, as well as the buyers.

"These executives all came to our introductory meetings because top executives today, more than ever before, know that it benefits them personally to know how their products are made, in what way they may be improved, and how overhead and costs can be trimmed. The value of teamwork is more appreciated than ever before."

The three introductory meetings were large for a presentation of industrial products. Approximately 350 key executives viewed the exhibit in Philadelphia, approximately 750 in Detroit and around 375 in Chicago. The meeting in Detroit was timed to be coincident with the convention of the American Society of Body Engineers. That week, too, a half-page advertisement on Keps was run in *The Saturday Evening Post*. During the week of the Philadelphia product exhibit a back cover announcement was run in *Business Week*; during the week in the Chicago show a two-color center spread was run in the same publication.

"We are following up with exten-

sive business paper advertising," says Mr. O'Connor. "One of our reasons for this is to reach design engineers. The design engineer is frequently the key man. He has a great deal to say about the acceptance of our products."

At each of the three meetings, because the high brass of larger manufacturers were invited and expected, Shakeproof made sure that its chief executives were in attendance. On the reception committee were Harold B. Smith, president; C. L. Johnson, senior vice-president, and E. W. Fuller, vice-president. Groups of 30 to 50 key men from each of these companies attended the Detroit meetings: General Motors, Ford and Chrysler. The chief design engineers for both Philco and RCA attended the Philadelphia meeting.

Shakeproof salesmen were given a day and a half of intensive training prior to each customer exhibit. Subjects covered: product development history, markets, engineering advantages, selling techniques and advertising. Fifty questions and answers were discussed, to cover each major advantage as well as possible objections the customer might consider. Sales presentation skits graphically illustrated the best means of presenting Keps to prospective buyers. Finally, each salesman was asked to demonstrate his own sales technique, using the information and sales tools which were given to him during the training period. This last phase was conducted with small groups so that suggestions and constructive criticism would not embarrass anyone.

Thus, Shakeproof salesmen, carefully schooled in all the facts about Keps, were able to meet their customers during the exhibit with a comprehensive knowledge of the new product and its application.

What Salesmen Said

To facilitate handling of visitors, each salesman was assigned to a post in the exhibit. He explained the product, demonstrated its advantages, answered questions, and arranged for personal followup whenever indicated. Among the points he emphasized were:

That the principle employed has been proved by the sale and application of billions of Sems; that the screw with the built-in Shakeproof Lock Washer is now specified as standard by leading producers of automobiles, appliances, radios and other electrical equipment.

That, similar to Sems, Keps has an extremely broad field of application wherever conventional nuts are used; that by applying the principle

of pre-assembly, just as Sems does, it will save industry millions of hours of assembly time each year.

That, in the case of Sems, actual production records show a saving of one hour of assembly time every time a thousand Sems are driven; that this time saving amounts to millions of dollars annually; that Keps is certain to duplicate this economy.

That when Sems was first introduced on a trial basis the men and women who actually applied it immediately preferred the pre-assembled fastening units because of the ease of handling and driving.

Keps: What It Is

Sems is described as a combination of screw and too-h-type lock washer which rotates directly under the head of the screw. It won't come off. Keps is a nut with a similar lock washer permanently recessed in the nut which also rotates freely. Its hard, sharp teeth bite into the metal component to which it is applied. The sales story is that Keps provides definite production cost reductions because:

1. It is faster to apply because one unit is handled in place of two.
2. It is quicker to handle and use because it starts easily and spins home freely.
3. Material waste in the form of lost lock washers is eliminated.
4. Quality control procedures are simplified and less costly because lock washers cannot be omitted at assembly.
5. Product performance is improved because every nut is locked tight against loosening.
6. Every lock washer applied is of the proper size, material and finish.
7. The locking power is enhanced by the patented structural features of the product.

Following the introductory meetings, three district sales meetings were held during January in New York City, Detroit and Chicago. The company's sales force is comprised of 26 men. Each salesman had to report on every presentation he had made—whether it was successful or unsuccessful. He had to catalog the reasons why his prospects bought or didn't buy. Because of the nature of Shakeproof's merchandising, the majority of the salesmen are graduate mechanical engineers. A knowledge of mechanics is imperative.

Up to now all selling of Keps has been direct; therefore no deal for jobbers has been set up. This method is considered essential, at least for the first six months, to keep control of the end-use of the product. However, because it is undeniable that the

widest distribution of a product is by means of many people, this method will be changed after a limited period to get experience in presentation and selling.

Shakeproof, too, in its plowing of fields for more business, has another trick up its sleeve. It maintains a research laboratory in which machines and appliances are torn down and studied by experts. Cars and trucks made by Ford, Plymouth and Chevrolet have been torn down; tractors made by Massey-Harris and Fordson; electric ranges by Hotpoint; stoves by the American Stove Co., and washing machines, refrigerators and outboard motors, to cite a few.

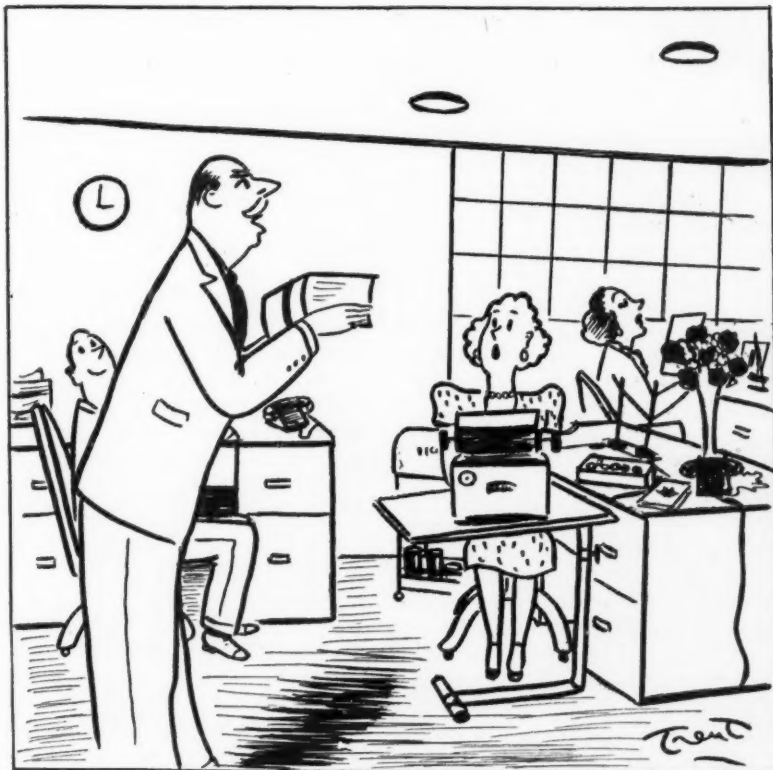
The company's technical men, all specialists in "fastenings," try to find means of eliminating a screw here or a bolt there without lessening the value of the product, or they recommend improved fastenings to better the customer's product.

When they are through with a product they come up with blueprints and recommendations. The number of fastenings they study in a single product, they say, is amazing. They showed one car manufacturer how to save 14 cents on each car. Because the company produces millions of

cars, the saving is sufficient to gain a huge order. The point: 1,000 Keps save one hour of time on the assembly line.

In its search for new prospects, Shakeproof uses direct mail liberally. It has a mailing list of 20,000 key purchasing men and engineers. Special markets are found by analyses and breakdowns. Approach is geared to each market. Three questions are asked: The job? The market? How big? The load, in the main, is put on the shoulders of three key men: Malcolm Bannerman, manager of new products sales; Robert O'Brien, new products engineer; Ray Wall, manager of advertising and promotion.

Keps was announced on November 1, 1950. Industrial manufacturers were widely informed that a new product was coming up but its nature was kept a top secret to give the element of suspense. Up to the hour of the opening of the first showing in Philadelphia few men outside of Shakeproof's inner circle had any inkling of what the product would be, except that it was something brand new in a fastener. The idea was to break a new, usable, wanted product into the market with a grand slam.



"Here's a Birthday present I hope you'll use, Miss Smith; Webster's unabridged!"



EMPLOYEE RELATIONS: "What About Lever Advertising?" helps to acquaint employees of Lever Bros. Co. with the meaning of its multi-million dollar investments in advertising. This booklet has been distributed to schools and to club members. It pictures trademarks of once famous names whose advertising was reduced or eliminated. There's a picture-quiz on a list of dead brand names.

Look Who's Buying Comics Now!

BY ETNA M. KELLEY

Part II

Big business is spewing out millions of copies of a wide variety of comics. What reception do they get?

In almost any discussion of special-purpose* comic booklets, the question arises, "What proof have we of their influence on readers?"

Answers are being sought through research. Opinion Research Corp. made a study of G-E's "Adventure into the Past." An outline of Psychological Corporation's study of another G-E comic book, "Ann Gets the Answer," which deals with the features of the Taft-Hartley Law, is given below. Petroleum Advisers conducted a survey of the effectiveness of the first eight of a series of 26 comic booklets issued by Cities Service as dealer training manuals—a series which, incidentally, won for the producer, Brevity, Inc., the 1949 "Best of Industry" DMAA award.

Such research is useful, and there should be more of it. But at the present time the best yardstick available

for SALES MANAGEMENT readers is the appraisal of results by sponsors. First, let's inspect the:

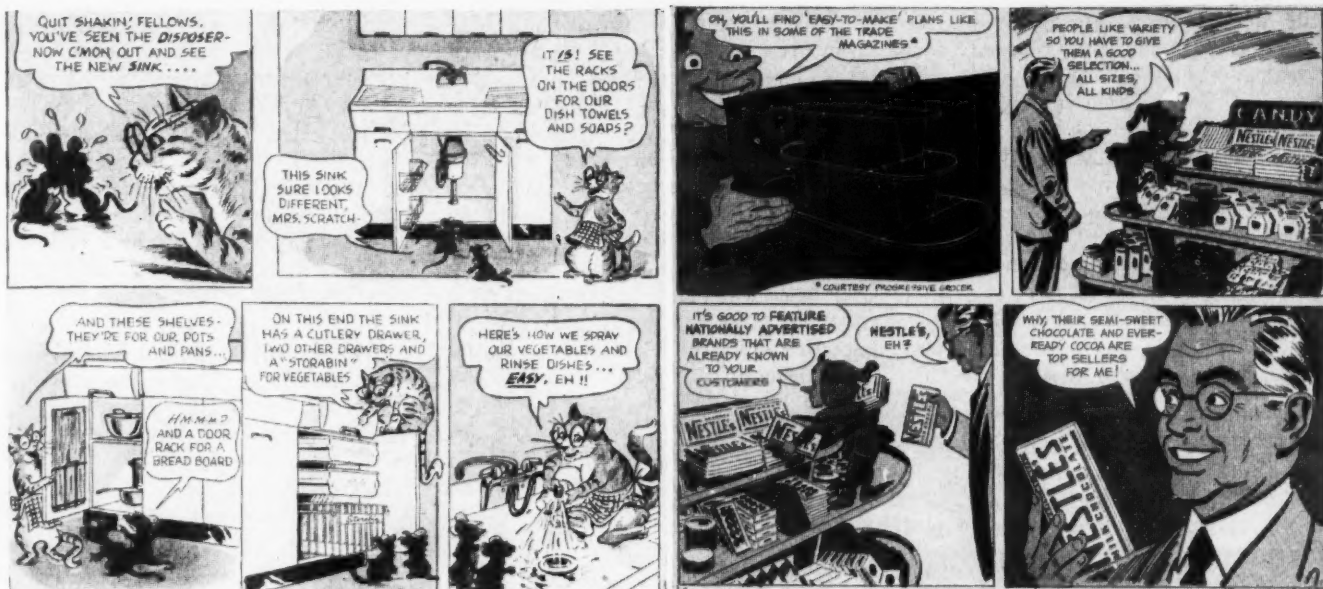
DEALER GIVE-AWAYS

Buster Brown Div., Brown Shoe Co.: "Buster Brown Comics," a 32-page 7 x 10 booklet, designed chiefly to entertain, with dealer imprint on front cover and advertising on remaining three. Offered by radio four times a year for distribution through local dealers. Book No. 22 is now in circulation. Print runs, 1,500,000. Comments C. G. Reichers of the Advertising Department: "These books originated in our desire to find an audience check on our radio program. When we started we had no idea that we would plunge into publishing these books on a quarterly basis. The books are announced by Smilin' Ed McConnell, star of our Saturday NBC show. They are sold to dealers at 4 cents apiece. Dealers tie in through newspaper advertisements

and window blowups of the comic book cover. Dealers order the books in advance, so we attain 100% distribution, and within a week or 10 days dealers' stocks of the books are exhausted. We know that the books bring the child, or child and parent together, into the dealer's store. The covers carry, along with the dealer's imprint, the call letters of the radio or television station and the time of the local broadcast; so the books increase listenership for our programs and increase the number of potential customers for the dealers. . . . We use adventure stories, but keep the violence and particularly the bloodshed to a minimum. Despite all adverse criticism given comics in the past few years, the millions of books we have distributed have brought us less than 10 letters of criticism from parents or Buster Brown consumers."

Crosley Division of Avco Mfg. Corp.: "House of Fun," 32-page 8 x 10½ booklet. Sold to dealers on co-operative basis. A 12-page manual gives dealers 13 suggestions for distributing the book (as door-opener,

*See "Look Who's Buying Comics!" SALES MANAGEMENT, February 15, 1951, page 118.



GIVE-AWAY: Crosley appliance dealers give away thousands of this "House of Fun" booklet. Because it's chockful of advertising for Crosley products it can't be distributed in schools but that does not detract from its value as straight promotional literature.

TRAINING: Dealers get a little sugar coated training in Nestle's "How to Sell More Candy" booklet. In addition to nudging dealers on better displays, Nestle's gives them a holiday promotional calendar and a list of merchandising aids for retailers.

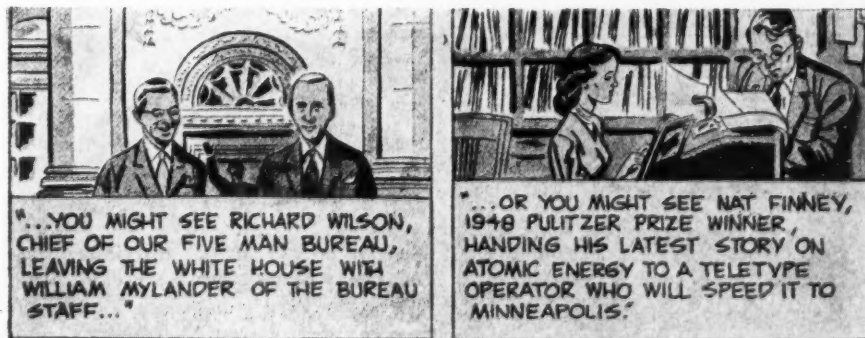
envelope stuffer, basis for quiz stunt covering features of Crosley kitchens, etc.) R. K. White, assistant general sales manager, reports that 1,200,000 were printed, and that the "promotion is very effective. The books are doing a good job of acquainting potential customers with the desirability of Crosley products."

Visking Corp.: "The Tender Family," 16-page 7x10 booklet, of amusing episodes, believe-it-or-not drawings on history of sausages and a sequence on the making of skinless frankfurters. Also four pages of recipes. Published in 1949, produced by Johnstone & Cushing. Sold to packer customers, who, in turn, distributed them to consumers and retail food stores. "Approximately half a million were distributed and more would have been used if we had had time for a reprint," reports W. R. Hemrich, Visking's sales promotion manager.

National Lead Co.: 50-page booklet, 8 1/4 x 5 3/8, on coated stock, "How to Paint Right," containing information for amateurs. According to T. Howard Sarine, advertising manager, "The comic book technique was employed because we felt that the information could be presented attractively in this way. The first edition consisted of 200,000 copies and was distributed during the latter part of 1950. A new edition is now about ready for distribution. This booklet is offered only through our dealers. We make a charge of 6 cents a copy and put the dealer's imprint



FOR SCHOOLS: Teachers are quite willing to distribute commercial literature when it tells a helpful story and is not blatantly promotional. This one, "Hey Skipper!", is issued by Northwestern Mutual Fire Association. It is essentially unselfish promotion.



MULTI-PURPOSE: What more appropriate reminder could the Minneapolis Star and Tribune give to visitors than its "A Trip Through Newspaperland?" It is a color comic.

on the front cover. The cover carries the quoted price of 25 cents, but practically none are charged for. Dealers use them as a good will piece. This has been a popular feature and has received very wide acceptance among the trade. We previously published three comic booklets of the straight story type. These were given to our dealers free of charge and the quantities ran to about a half-million copies each."

Another group of comics are:

EDUCATIONAL—FOR SCHOOLS

General Electric: Set of seven in "Adventures in Electricity" series;

also "Adventures Inside the Atom," "Adventures in Jet Power" and "Adventures into the Past," all produced by General Comics; and "Greatest Show on Earth (Fun for Everybody)," produced by Johnstone & Cushing. G-E pioneered in medium and has circulated almost 20,000,000 booklets, chiefly through schools. Booklets are in color and standard 16-page newsprint format. Books on jet propulsion and on the atom have met a particularly enthusiastic response and are to be found bound into school and college notebooks throughout the country. (Developments in these fields have come so fast in recent years that school textbooks have not caught up with them. Also, the comic technique popularizes the subjects, helps students to understand them.)

Westinghouse Electric Corp.:

"George Westinghouse (Fun in Science)" and "How Does It Work," two 16-page comic booklets in standard format on newsprint. Donald L. Miller of Westinghouse's School Service reports: "Our first venture in the field of cartoon-type education material was a series of 14 one-page advertisements in educational magazines in 1944 and 1945. Reprints were offered to teachers and students, and in two years more than 750,000 were distributed. In 1946 we produced a 16-page comic book, 'Fun in Science.' For four years, it has received more individual requests from teachers than any of our other 80 teaching aids. (italics ours) In 1950 we published a new kind of cartoon book, called 'How Does It Work.' It gives the history and operation of atomic energy, jet propulsion, electric lighting, electric power, electric motors, radio and television. It is offered in quantities for classes. Within two months after it was published, we had requests for more than 420,000. . . . Many teachers who are opposed to the ordinary 'comics' have accepted 'How Does It Work' as a serious visual teaching aid." (For other comments from Mr. Miller, see Question-and-Answer section of this article, Part I, SM, Feb. 15, 1951, p. 118.)

Institute of Life Insurance: Two booklets, in standard newsprint format, "The Man Who Runs Interference," and "Frontiers of Freedom." The first was not originally intended for school distribution, but when offered with a teacher's guide it proved very popular. The second, also offered with a teacher's guide, was issued late in 1950. Helen M. Thal of the Institute's Educational

Division reports: "Early indications are that this comic, prepared specifically for school classrooms, will be in greater demand by teachers and students than its predecessor. First in a series titled, 'How America Grew,' 'Frontiers' tells the story of several generations of the Freeman family and shows how each succeeding generation has found America rich with opportunities. . . . Only indirectly is life insurance a part of the story."

Northwestern Mutual Fire Association (Seattle): A small booklet quite different in format from those described previously, "Skipper and His Pal" measures 4x7, is on coated stock and tells a safety story from the point of view of children. B. F. Urch, the firm's assistant vice-president, tells us its popularity has not diminished "in the least" since it was brought out several years ago. "Distribution is to all interested groups, but particularly to pre-school and school children. . . . We have not attempted to arrive at statistics on the effectiveness of this booklet, but we do know—and have scores of testimonials to the effect—that it is heartily endorsed by fire prevention authorities throughout the country."

Growing use of comics is noted for:

DEALER SALES TRAINING

Nestle's Chocolate Co., Inc.: "How to Sell More Candy," 8½ x 11, two colors, offset, 12 pages. Nestle's distributed 50,000 copies of this booklet to wholesalers and chain store managements, to be passed on to their customers as a training aid. In two colors only (red and black) it utilizes a gnomelike character, Nick Know-How, who points out that 80% of candy sales are impulse purchases, brought on by display; that displays should be low enough to catch the eyes of children; that it pays to feature advertised brands, to show prices, etc. Nestle's promotion manager, H. R. Barry, reports that this was an "effective means of getting this sales and merchandising story over to the trade."

One of the big uses for comics is for:

EMPLOYEE RELATIONS

General Electric: G-E has a comprehensive system of employee communications, and has in the last two years issued five comic booklets (called "Picture Story Features"). The number is small in relation to the total of G-E communications addressed to employees. Management believes comics to be an effective means

**THIS
MAKES
SENSE!**

There are lots of dollars and sense involved in the 26,868,156 lines of 1950 advertising in the DAVENPORT NEWSPAPERS! Especially since they constitute advertising that sells the rich Quad-City Market (Davenport, Iowa, Rock Island, Moline and East Moline, Illinois.) 1950 Sales Management Survey of Buying Power figures reveal total effective buying income of \$418,578,000 in the Quad-Cities.

PUNCTUATE YOUR SALES
IN THIS
RICH QUAD-CITY MARKET
BY USING THE
DAVENPORT NEWSPAPERS

The Only Newspapers with Home-Delivered Circulation on Both the Iowa and Illinois Sides of the Important Quad-City Market.

*The Davenport
Newspapers*

**THE DAILY TIMES
THE DEMOCRAT & LEADER**
*represented nationally by
Jann & Kelley, Inc.*

of winning the attention of workers, but slow in comparison with employee newspapers, which can carry spot news and which are regularly issued. Printed in tabloid format on coated stock, in two or four colors, these booklets cost about 4 cents apiece, which is high in comparison with the cost of employee newspapers, too expensive for ordinary purposes, but well worth while for special subjects. Those issued have dealt with such topics as employee stockholder and pension plans, insurance and health benefits, and the Taft-Hartley Law.

G-E regularly uses research and makes tests to measure the effectiveness of the firm's employee communication methods. One study was made in Pittsfield, Mass., a typical G-E town, to learn the response to "Ann Gets the Answer," the comic booklet on the Taft-Hartley Law. The work was done under the direction of Dr. Henry C. Link, of Psychological Corp. In one neighborhood visits were made to 100 homes of G-E workers and 100 homes of non-G-E workers, who were questioned with respect to the provisions of the Taft-Hartley Law. Shortly after the booklet had been distributed in the usual way to G-E employees, the same homes were visited. Residents of non-G-E homes answered questions much as they had previously. But residents in G-E homes were twice as well-informed regarding the law as they had been when visited earlier. It was obvious that the information in the booklet had been absorbed by its readers; but, as Dr. Link pointed out, this did not necessarily mean that workers had changed their attitude toward the law.

Lever Brothers Co.: "What About Lever Advertising?" 12-page offset booklet on heavy stock, designed to show employees how advertising increases the market, facilitates mass production and lower costs, better profits. A print run of 15,000 in 1948 was so well received by employees and others that an additional 10,000 were ordered. A Lever spokesman comments: "We receive a continual stream of requests for copies for schools, colleges, libraries, clubs and other groups, and from firms considering issuing something of the same nature. There is no doubt in our minds as to the effectiveness of this particular piece." Produced by Johnstone & Cushing. Booklet has die-cut circles revealing old-time trademarks now forgotten and others still familiar, for readers to test their recognition of these symbols.

It's Easier to Sell in

NEW YORK CITY

from stocks in the city

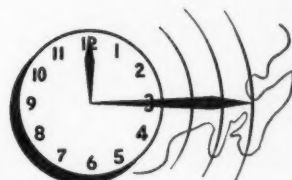
GET SPOT-STOCK SERVICE FROM:



5 LEHIGH WAREHOUSES



43 TRUCK LEHIGH FLEET



24 HOUR 50-MILE DELIVERIES

Make sales orders stick... give your men the edge of selling a full line on hand for next morning delivery. Get details today of Lehigh's warehouse-distribution service for sales efficiency.

WRITE, WIRE OR PHONE

LEHIGH WAREHOUSE & TRANSPORTATION CO.

Telephones: (NY) Rector 2-3338 (NJ) Bigelow 3-7200
102 Frelinghuysen Ave. Newark 5, New Jersey



LOOKING FOR BOOM MARKETS?

Set your sales quotas automatically according to the

NEW CENSUS OF RETAIL TRADE AND POPULATION

plus the 1950

SALES MANAGEMENT SURVEY OF BUYING POWER

All data available on I.B.M. cards

Write for our free portfolio, "Facts about the Census & the SM Survey," incorporating three reprints from SALES MANAGEMENT by Jay M. Gould of Econometric. Address:

Dept. of Market Analysis
The Econometric Institute
230 Park Avenue
Mu. 4-7800
New York 17, N. Y.

"Forecasting Business Is Our Business"

Pepperell Manufacturing Co.: "Play It Safe Comic Book," reproducing in black-and-white safety cartoons previously appearing in company's employe publication. Large (8¼ x 11¼), on coated stock, 16 pp. Charles D. Bell, of Pepperell's Advertising Department, reports that surveys of readership had indicated that these cartoons ranked first, and 95% of their employes read them. They were accordingly reprinted in booklet form.

There is still another group of comics called:

MULTI-USE BOOKLETS

Lewyt Corp.: "Home Cleaning

Made Easy," standard newsprint comic book, about which Donald B. Smith, advertising and sales promotion manager reports: "In the past six months we have distributed 1¼ million copies. We adopted this medium because we felt it enabled us to compress a great deal of information, colorfully and economically, into one booklet. We have used it as a coupon-offer in our national advertising. We have distributed about 75,000 copies to home economics classes. Our dealers have used it in their direct mail programs and as point-of-purchase giveaways. It is a good sales training tool for dealer sales staffs. It is our belief that this has been one of the

most effective advertising tools we have ever used." Booklet was produced by Lev Gleason Publications.

National Association of Manufacturers: Thomas M. Wolff, director, Literature department, reports, regarding NAM's series of standard newsprint comic booklets: "Our first venture into this field was 'Fight for Freedom,' a 16-page, full-color historical treatment of mankind's struggle toward democracy. It was written and illustrated in a manner suitable for high school students as well as adults, including industrial employes. Produced by General Comics and published in mid-October, 1949, it boomed to a mixed circulation of almost 800,000 by the end of the year. Encouraged by this success, NAM during 1950 developed another comic book, 'Watch Out for Big Talk' and three 4-page, full-color leaflets in popular documentary style, titled 'Startling Facts About Dictatorship,' 'Startling Facts About Production and Progress' and 'Startling Facts About Research and Invention.' Demand for the five has been almost equally divided between students and employes; total circulation has been three million. . . . Of NAM's seven 'best sellers,' five were comic books.

"On the basis of this record, and judging from the many letters that have been received, NAM is convinced that when comic books maintain dignity and good taste in art and text, they will be welcomed as educational aids by teachers and parents alike, and moreover will be read and enjoyed by adults."

[PEORIA JOURNAL STAR PULLING POWER]

Retailer-Tested Every Monday

for 11½ Years!

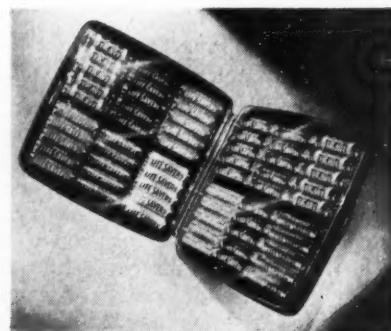


One to three pages of coupons EVERY WEEK for 598 weeks . . . and still growing. . . . Peoria Retailers say—"Amazing results" . . . "Sold out" . . . "They swamped us" . . .

NO WONDER

top flight agency executives in Sales Management's surveys ALWAYS select PEORIA as a leading Test City.

**Metro. Peoria Population
Now ¼ Million**



SAMPLE CASE: When the Life Savers salesman spreads open his sample case he doesn't have to use many words to show the retailer how attractively his line can be displayed. This Plexiglas case, made by Bassons Industries Corp., The Bronx, N. Y., measures 10 x 10½ x 2 inches.

SALES MANAGEMENT

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Survey of Salesmen's Compensation. By Harry R. Tosdal, Professor of Business Administration, and Waller Carson, Jr., Instructor in Business Administration, Harvard University. Published by National Sales Executives, Inc. (Shelton Hotel, New York, N. Y.) Price, \$2.00.

Better than 1,200 sales forces of all sizes and types and from all sections of the country were polled to provide data for this 96-page book dealing with salesmen's compensation. Of this number, more than half were operating under a combination of salary and some sort of additional incentive factor, pointing up the trend away from straight salary and straight commission.

Findings indicate that while the average salesman today has an annual income of approximately \$5,400, the wages earned by American salesmen range from a low of less than \$1,000 to a high of \$75,000 yearly. Wide ranges of earnings were found within almost all types of businesses. Consumer goods salesmen average \$6,200 annually; salesmen of intangibles and services dropped below that figure to the average for all salesmen: \$5,400. The study covers such diverse operations as clothing and footwear, meats, dairy products and soft drinks, insurance, advertising, space and materials, home appliances and radios, autos, professional and store equipment. In all, it reports on 25 classifications.

Today there are more than 3,500,000 persons employed in various selling positions in the U. S., and of these more than one million are employed in outside selling positions.

The report brings out clearly the fact that while salesmen want a measure of security, they also have a strong desire for extra pay—commensurate with abilities. Salesmen paid on a straight salary, it was shown, receive *lower* earnings than those paid in incentives and bonuses. One in every four sales managers polled expressed dissatisfaction with his company's compensation plan and was working to bring about reforms in it. One in three sales managers has an aversion to straight salary plans. The consensus is that no one plan provides a perfect solution to the ticklish problem of salesmen's compensation.

One surprising fact brought out in the study: 97% of the salesmen included in the survey (which represents 1,011 companies employing 92,667 salesmen) were covered by Social Security. This was for the year 1949. Almost 50% were covered by company employee pension plans.

The report includes comprehensive tables on the major results of the survey and discussion of the significance of the tables themselves. Care has been taken to relate compensation to types of jobs, marketing operations, buyers solicited and product lines. There is, in addition, a comparative study of the handling of expense accounts.

One section, headed "Relation of Compensation to Turnover, Age and Hours of Work," gives a breakdown of the frequency with which salesmen change jobs. Significantly, commission plans of compensation are accompanied by higher turnover than salary. Salary and incentive combination plans fall between. Commission plans with minimum guarantee go hand-in-hand with shorter length of service as opposed to other commission plans. Men on commission plans average considerably older than those on salary: This is due, probably, to the fact that many companies begin younger salesmen with a minimum guarantee or salary rather than on commission with no guarantee. Salesmen paid on a commission basis are reported as working longer hours a week than those who work on straight salary. Salesmen's unions are present in only 4% of responding companies. And most of these are in foods and beverages where driver salesmen are common.

Questions about compensation plans for trainees disclose that special compensation plans for this group are found in 557 sales forces, while in 551, trainees are included in the company's regular plan.

Coming . . .

Your Market's In the Army Now!

And in the Navy, Air Force, Marines, Coast Guard and the Veterans' Administration.

Exchanges and canteens, from the Pentagon to the Korean battlefield, soon will be selling 3.4 million service people at a \$1 billion-a-year rate.

These stores handle a lot of "convenience and necessity" things — mostly advertised brands, and they sell under "price agreements."

This is another of Sales Management's "dig deep" articles by Lawrence M. Hughes, which will give you a real understanding of how to sell to America's new major market.

See Sales Management, March 15.

Our Readers

NEED, WANT

and

Can Afford

YOUR PRODUCT

The

ICE CREAM REVIEW

the

MILK DEALER

The

BUTTER, CHEESE and MILK PRODUCTS Journal

DAIRY
INDUSTRIES
CATALOG

No other industry is so consistently publicized, so rigidly controlled by health boards, so widely inspected by the public, and as a result so progressively maintained as the dairy industry. And because milk and milk products are necessary in the human diet and in demand during any economic condition, dairy plants are always eager TO BUY . . . ALWAYS ABLE TO BUY.

WHY OLSEN PUBLICATIONS?

Each Olsen Publication is tailored to a particular phase of the dairy industry. Each has the largest circulation at the lowest cost per thousand. ABOUT 75% OF THAT CIRCULATION IS IN THE "BUYING ZONE" . . . plant owners, managers, superintendents, etc. . . men whose principal interest is their business and how to make it more profitable. That's why Olsen Publications afford a plus-value in reader-quality, reader-response and reader-purchasing power.



WRITE FOR MARKET DATA

THE OLSEN PUBLISHING CO.

Publishers for the Dairy Industries
1445 N. 5th St., Milwaukee 12, Wis.



"CALLING ALL WHOLESALERS!" Telephone detailing of wholesale druggists got terramycin off to a fast start through trade channels. Once distribution was assured, salesmen followed up with group detailing in hospitals, through which they reached about 30,000 doctors.

Distribution in Jig Time: The Story of Terramycin

BY TERRY ARMSTRONG

The product: a new ethical drug. The makers had no trade experience. They had to reach not only wholesalers but thousands of doctors. Fast training, some group selling and telephone detailing were combined to open the market.

Chas. Pfizer & Co., Brooklyn, manufacturers of chemicals and pharmaceuticals, had a new ethical drug product. They wanted trade distribution, nation-wide, in a hurry.

BUT: 1. The company had no trade experience whatever. For 100 years they had sold in bulk for re-manufacture.

2. They had no sales force qualified for such a job.

3. Theirs was not an over-the-counter product—it required a doctor's prescription.

Confronted even with these formidable handicaps, Pfizer managed to achieve country-wide distribution in a matter of weeks. The product: terramycin, an antibiotic.

Pfizer is a 100-year old firm, a fine chemical and specialty chemical house, one of the most widely known bulk suppliers to the pharmaceutical, food and soft drink industries.

The company's first real experience in the manufacture of a consumer item came with participation in the wartime penicillin program starting in 1943. It was the first company to deliver penicillin in quantities to the military while still remaining one of the largest single factors in the bulk production of penicillin and streptomycin for other pharmaceutical manufacturers and distributors.

However, the picture was scheduled for a drastic change. A number of the large pharmaceutical houses undertook the manufacture of their antibiotic requirements and their dependence on Pfizer as a main source of supply began to diminish rapidly. This additional production, of course, also caused a shift from a sellers' market to a buyers' market.

A further complication developed. Two manufacturing pharmaceutical firms announced the discovery of two

radically different antibiotics (aureomycin and chloromycetin), known to the trade as wide-spectrum antibiotics because of their exceptional range of usefulness. These products—both decided advances in antibiotics—were being vigorously promoted.

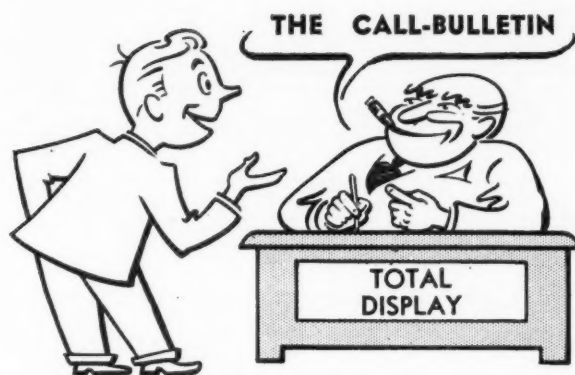
John E. McKeen, then vice-president and now president and chairman of the board, summoned the entire research personnel of Pfizer to a special meeting. After explaining the critical nature of the situation he expressed the belief that there remained ample room in the antibiotic market for new products. He stressed the necessity for maintenance of Pfizer's leadership in the antibiotic industry.

The intensive quest for a new product entailed streamlined research operation and the introduction of new antibiotic screening procedures. Some months and several thousand soil samples later terramycin was discovered. Thus in months Pfizer had succeeded in accomplishing a feat in product development which took 15 years in the case of penicillin and three years in the case of streptomycin.

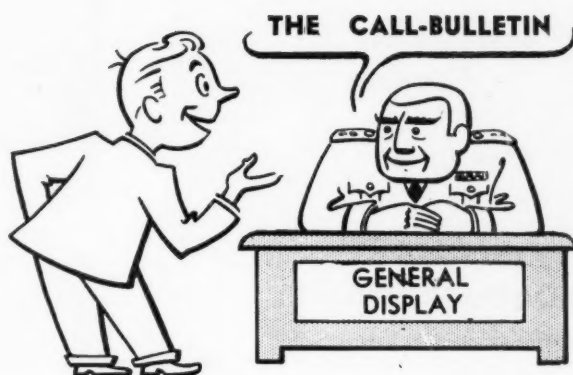
The widespread clinical investigation which followed convinced the company that it indeed had a broad-spectrum antibiotic which was out-

Don't ask us . . . don't ask our Reps---Moloney, Regan & Schmitt

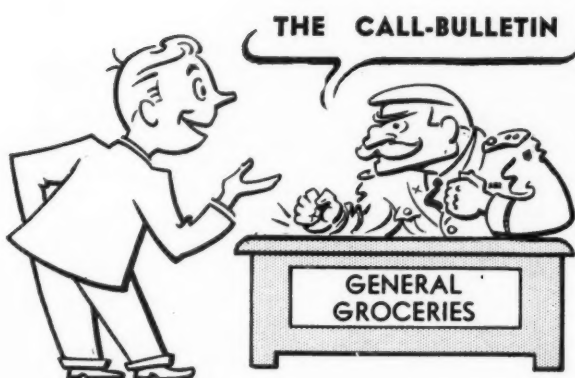
Ask The Advertisers



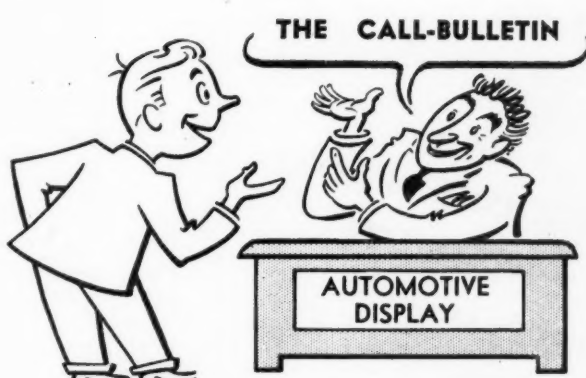
"In what San Francisco daily did you place the largest amount of your 1950 linage, Mr. Total Display?"



"1950 linage totals show that you found one San Francisco daily more productive than the others. What newspaper was it, General Display?"



"What San Francisco daily did you use most in 1950, General Groceries?"



"And you, Mr. Automotive Display? In 1950 what San Francisco daily carried the greatest amount of your linage?"



VERDICT: In 1950 The Call-Bulletin again topped all other San Francisco dailies in Total Display, General Display, Automotive Display, General Groceries . . . and other important classifications of General Display Linage. There are four good newspapers in San Francisco, but the testimony of the advertisers themselves shows that . . .

The Call-Bulletin can do the Best Job for You

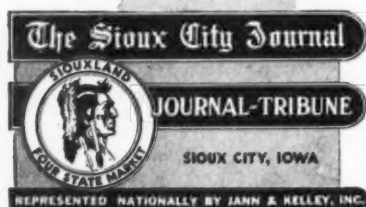


• Sell Sioux City
Journal Readers

• And You Sell

•THE WHOLE SIOUXLAND MARKET

Write for Detailed Information



since 1925

NATIONAL RADIO INSTITUTE

-world's largest single-
course correspondence school
-has depended on this agency
for **ADVERTISING**
that pays off...

Make your account our next success story!
Write, wire, phone:

**VANSANT
DUGDALE**

→ **BALTIMORE**
Advertising since 1912



SPREADING THE NEWS: Visuals like the one shown above were especially effective in group detailing of physicians in hospitals. Below: American Medical Association acceptance came in the nick of time to enable Pfizer to include the news of terramycin's debut in its A. M. A. convention exhibit.



standingly effective in combatting a long list of human ailments—and it was exclusively Pfizer's. Also it could be produced in a form which permitted oral administration if desired.

How should this extraordinary product be distributed? Should Pfizer heave a century-old marketing policy out the window — attempt to distribute terramycin through the nation's pharmacists, under its own label, for prescription purposes?

The board of directors agreed that the company, by virtue of its contribution to the development of earth-mold drugs, had won the right to market the new discovery in the way which promised to be most advantageous to Pfizer. The decisive vote was cast February 9, 1950.

As vice-president in charge of sales, Fred J. Stock was given the responsibility of creating the program for terramycin—and he was given just three months in which to organize it and get it functioning. This task had monumental proportions. Pfizer had no real experience in the direct dis-

tribution of an ethical drug item.

Fortunately Mr. Stock had valuable experience in expediting projects—especially those of an emergency nature. One of the posts he held during the war was that of chief of the drug branch of the War Production Board.

A realist, he recognized that the company's regular chemical sales staff, trained in selling bulk chemicals, could not do a specialized professional selling job for terramycin. His fellow executives concurred.

The deadline for the introduction of terramycin to the market was set for late in March—and the program definitely was starting from scratch. There was no sales manager, no advertising director, and there were no medical detailmen and no office staff.

Eleven days after the board meeting Tom Winn, a man with 15 years experience in pharmaceutical sales, was appointed sales manager. Edward Whitney, Pfizer's chemical advertising manager, was assigned to direct sales operation. One of Mr. Whitney's first moves was to arrange

The Oregonian reaches MORE WOMEN

than any
other
selling medium
in the
Oregon Market



REPRESENTED NATIONALLY
BY MOLONEY, REGAN
& SCHMITT, INC.

FIRST in influence!

FIRST in circulation!

Daily 224,314

Sunday 280,045

FIRST in advertising!

lowest in milline cost

**the
Oregonian**

PORTLAND, OREGON

The Great Newspaper of the West

MARCH 1, 1951

for the services of the William Douglas McAdams Advertising Agency, specialists in ethical drug advertising.

By March 15 the sales organization consisted of a sales manager, an advertising manager and eight detailmen. On the surface this was a puny line-up with which to tackle an intensely competitive market—especially against the combined 1,300-man force of the two leading competitors in the field and their 137 years of combined experience in ethical drug promotion and sales.

It should be pointed out that the U.S. ethical drug market has four basic components:

1. The wholesalers...approximately 4,500
2. Retail drug outlets " 55,000
3. Hospitals " 7,000
4. Physicians " 125,000

Because they represented the pivotal part of the market and because they made up the one segment Pfizer could hope to cover with its skeleton sales organization, the company de-

Washer President



Frank Breckenridge has been elected president of the Automatic Washer Company, Newton, Iowa, manufacturers of Laundry Queen washers. Mr. Breckenridge and 302,833 other men of action throughout American business read *The Wall Street Journal* daily. (Adv.)

termined to concentrate its initial efforts on the wholesalers.

On March 15 the wholesale drug trade was informed individually by telegram that Chas. Pfizer & Co., Inc., would be able to release limited supplies of the wide-spectrum antibiotic for sale through wholesalers.

The next phase entailed the installation of a special telephone switchboard. This was in anticipation of the Food and Drug Administration's approval of the product. Seven days after the telegraphed messages the awaited word came from FDA. Within minutes of receipt of approval the eight-man sales staff was detailing the product by telephone to leading wholesalers across the country.

Furthermore, wholesalers in the Metropolitan New York area were receiving the initial shipments of terramycin within one hour after the official release by FDA.

Upon completing the detailing-by-telephone operation, the sales organization hit the road. To assist him in putting across the new product's story and to reveal what the advent of such a preparation could mean to a wholesaler, each man was equipped with a kit of striking sales aids.

By using air transportation extensively and by having the men travel at night and on weekends, Pfizer was able to complete the scheduled wholesale circuit in two weeks.

Did this intensive drive by telegraph, telephone and personal contact bear fruit? Orders were received from 99% of the original list of wholesalers.

Pfizer's foot was well in the door but how about retailers' stocks—and physicians' prescriptions?

The entire problem of this initial distribution operation was intensified by the fact that in the early stages of the program the product could only be referred to by its laboratory code number. Consistent with long established policy of the *Journal of the American Medical Association*, the company could not advertise the product by its selected name pending the Association's acceptance of the product. Incidentally, Mr. McKeen had hit upon an ideal name for the antibiotic—one with a "hook," as advertising men say. The prefix "terra" seemed particularly fitting as the origin of the new antibiotic was a bit of earth. Terramycin was short and had high recognition value.

While a laboratory code number would have to suffice until the AMA Council acceptance materialized, there was nothing to prevent Pfizer from running a series of institutional advertisements, each treating with some phase of the terra theme. (Thus with

the AMA acceptance on July 27, 1950, it was simple to expand the terra theme to include the full name of the product). By running such advertisements effective medical journal backing was instituted during the critical pioneering months.

Multiple Detailing

Another promotional expedient was the extensive use of direct mail. During the first three months hardly a week went by without one and sometimes two or three national mailings to the drug trade, hospitals and the medical profession.

Although by the middle of April the detail staff had been expanded to 20 men, the matter of personal interviews with thousands of physicians demanded another twist of strategy. Pfizer found the answer in its special hospital promotion project. By concentrating on the principal hospitals in the country the men (especially coached for the job) could detail physicians in groups.

Pfizer estimates that the hospital promotional project (group detailing) enabled the company to detail 30,000 physicians within a few months time. Had the time-honored practice of seeking individual physician interviews been followed, the company would have been forced to ignore hospitals and it is doubted that the then available staff could have visited, in a corresponding period, more than 5,000 physicians.

Also typifying the first few months of operations is the incident of the product's debut at the key American Medical Association convention. Exhibit space is usually reserved as much as a year in advance. When Pfizer applied a few months prior to the convention there was not a foot of space available. In addition, at that time, the product had not yet received the AMA acceptance. Notwithstanding, a Pfizer exhibit was prepared—one with a removable panel in the middle for terramycin. The idea was that if the AMA acceptance was not received before the convention's opening, the terramycin panel would be removed. It stayed in. And happily the exhibit space problem was solved at the very last minute by the AMA.

Today terramycin can be found in a wide variety of forms in the majority of drug stores and hospitals. As many as six groups of men have completed the special training course required for the promotion and sale of such an ethical drug. Now Pfizer detailmen are contacting the drug trade, hospitals and the medical profession with increasing frequency in cities throughout the country.

Worth Writing for ...

Booklets, Surveys, Market Analyses, Promotion Pieces and Other Literature Useful to Sales Executives

New York's Best Market: Sixth edition of *The Continuing Home Study* initiated by *New York Herald Tribune* in 1938. It's a detailed report by the newspaper's readers: their occupations, incomes, savings and investments, insurance they own; types of homes they live in, home ownership, value of homes owned, size, remodeling plans, future plans of tenants; home equipment, appliances and automobiles they own; alcoholic beverages they serve; their smoking habits; how they spend their leisure hours; how families in the upper income groups buy more and spend more for various commodities: women's dresses, suits and shoes, men's wool suits, alcoholic beverages. Write to William R. Butler, National Advertising Manager, *New York Herald Tribune*, 230 West 41st St., New York 18, N.Y.

Grocery Product Distribution in 12 Markets: A report compiled through the cooperation of the Scripps-Howard newspapers in their 12 markets: Cleveland, Pittsburgh, Columbus, Cincinnati, Indianapolis, Denver, El Paso, San Francisco, Knoxville, Memphis, Fort Worth, Houston. It lists percentages of distribution for all brands having at least 10% distribution in any one of the markets studied and shows number of additional brands (short of 10%) competing for the product sale in each market. A supplementary special analysis reveals how few brand names are "truly national." On the basis of the 11 cities that could be considered in the analysis only 279 out of 7,651 brands reported in 68 classifications have distribution in all 11 markets—or less than 4%. By contrast, grand totals in the table indicate the numerical dominance of local and sectional brands competing for the consumer's dollar . . . for 5,206 brands out of 7,651, or 68%, appeared in only one city. There is also a "special checks" page investigating the percent of grocery stores handling non-grocery items. Send requests for copies on

your letterhead to Harold Riesz, Director of Promotion and Research, Scripps-Howard Newspapers, 230 Park Ave., New York 17, N. Y.

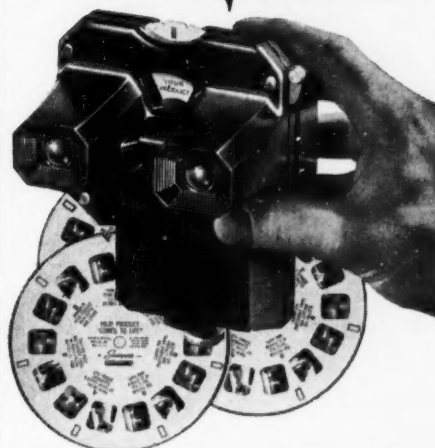
"Industrial Procurement and Marketing:" A reprint of an article by Howard T. Lewis, Professor of Marketing, Harvard Graduate School of Business Administration, put out by *Purchasing* magazine. It describes the outstanding trends in the development of industrial purchasing power, what their significance is for the industrial marketing director, and tells how to increase the immediate effectiveness of sales effort and formulate distribution and sales policies which will correctly anticipate future changes in the buying habits of industrial customers. Write to A. M. Morse, Jr., Vice-President, *Purchasing*, 205 East 42nd St., New York 17, N. Y.

A History of Signs: Published by Neon Products, Inc., it contains information on the origin of an industry hitherto unpublished: the first signs, signs of the Nile dwellers, signs of Caesar's time, Europe's signs, the swastika, the cigar store Indian, the barber pole, light on the sign scene, the neon era, Plastilux "500", mass dealer identification, etc. Write to C. D. Bryan, Sales Manager, Neon Products, Inc., Lima, O.

1950 U. S. Census Facts and Figures: Put out by *Peoria Journal Star*. Listed are all cities over 15,000 population in the U.S., with 1940 and 1950 population figures. In addition there are figures on the area and population of the U.S., including territories and dependencies; a list of the 10 largest U.S. cities and the 10 largest foreign cities; a list, by population rank, of all standard metropolitan areas; populations of the nations of the world; boundaries of the U.S.A., and many other facts of general interest. Write to Earl H. Maloney, Advertising Director, *Peoria Journal Star*, Peoria 1, Ill.

23 New Kinds of Research to Help Increase Advertising Effectiveness: Reprint of a talk by Richard Manville before the Creative Group meeting at the Eastern Conference of the American Association of Advertising Agencies. It covers mail order advertising, sales testing, inquiry testing methods, public opinion polling, qualitative reader-ship surveys, impact studies, mechanical-electrical, check list, depth interviewing, experimental - "practical," customer-per-dollar studies. Write to Richard Manville, Richard Manville Research, 230 Park Ave., New York 17, N.Y.

NEW SALES TOOL GETS AMAZING RESULTS!



VIEW-MASTER CAN BOOST YOUR SALES WITH PICTURES THAT "COME TO LIFE"

Whatever your product or service, View-Master three dimension Kodachrome pictures can add a dynamic new selling force to your sales presentation. A salesman can be equipped with an illuminated View-Master Stereoscope and a Reel of seven pictures for \$3.50-\$5.00 depending upon quantity. Original photography extra. With View-Master you can show prospects your products, services and manufacturing operation with a compelling realism that means extra interest, extra attention and extra selling results!

Typical Users of VIEW-MASTER Commercial Reels

NASH MOTORS	COLEMAN STOVES
CATERPILLAR	NATIONAL DISTILLERS
U. S. GYPSUM	SUNKIST ORANGES
MORTON SALT	IVORY SOAP

Sawyer's VIEW-MASTER

COMMERCIAL REELS

SAWYER'S INC.,
Commercial Sales Dept. SM-3
3543 No. Kenton Ave., Chicago 41, Illinois
Please furnish information about View-Master three dimension pictures.

Company _____ Product _____
Address _____
City _____ Zone _____ State _____
By _____ Position _____

MAIL COUPON
for complete
information

Packaging to Sell



WINDOW EFFECT lends a novel note to Charbert's new atomizer package. Bold lettering and a cameo-like medallion are other features of the design. Each scent has its own color scheme. Folding carton is produced by Warner Brothers.



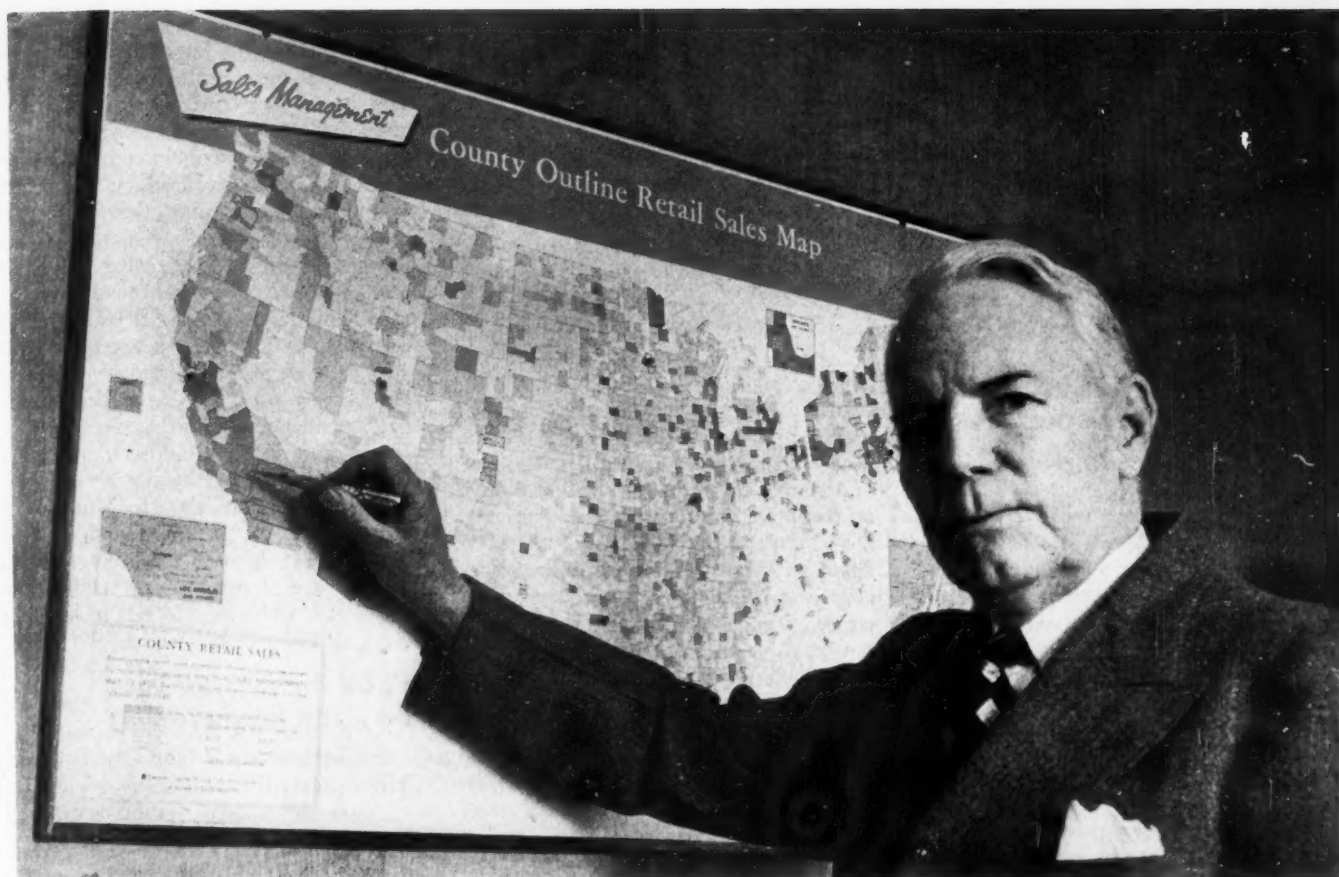
A MODERNIZED CAN for its cleansing agent, Drano, has been introduced by the Drackett Co. for better legibility, recognition in mass display, shelf appeal and memory value. Illustration provides a graphic portrayal of the product's usefulness. Designed by Lippincott & Margulies, Inc. Container is a product of the Heekin Can Co.



EYE-CATCHING PACKAGE consists of insert cards over-wrapped with cellophane. The art work is one of artist George Petty's calendar girls. The cards are in full color and carry the signature, "An exclusive Petty Original." It is fabricated and printed by Milprint, Inc.

NEW CONTAINERS for Fun have high display value. Color scheme is red and white. The large size, with luggage carrier handle, is made by Waldorf Paper Products Co. and the small size is made by Ohio Box Board Co. Canister is manufactured by Cleveland Container Co. Jim Nash is responsible for the compelling design.





Says Mr. Clark Walter, General Sales Manager, Executone, Inc.: "Your County Outline Retail Sales Map is valuable to us because it provides a visual outline of the markets covered by each Executone salesman."

when sales executives are planning and deciding . . .

Sales Management

**is always
in the picture**

No matter what problems the Sales Chief may face in his working day, the chances are he'll make use of *SALES MANAGEMENT* magazine or one of the special tools SM provides to help him in his job.

In addition to the pertinent ideas he finds in every issue of the one publication edited specifically for him, the typical Sales Executive turns to *SALES MANAGEMENT* for aids and services which include:

- County Outline Retail Sales Maps
- The annual *Survey of Buying Power*
- Reader Service Department and Library
- Special Consultation
- Sales Letter Round Table
- Specialized Application for Employment Blanks.

for example: SM's Reader Service Department and Library sells over one million pages of reprints every year, and its three full-time specialists answer a constant flow of requests for marketing information.

Combine these special services with the stimulating editorial content in one of the world's "most often quoted" publications and you see the *consistent impact* of *SALES MANAGEMENT* on the opinions and decisions of the nation's sales executives.

THE MAGAZINE OF MARKETING

Sales Management

386 Fourth Ave., New York 16, N. Y.

333 North Michigan Ave., Chicago 1, Ill.

• 15 East de la Guerra, Santa Barbara, Calif.

MARCH 1, 1951

81

Advertising

MEDIA... AGENCIES... SERVICES

Who Reads What in Those Fat Sunday Newspapers

Readership of a king-size Sunday newspaper, a 248-page issue of *The Cincinnati Enquirer* with a circulation of 271,676, is reported in detail in Sunday Study No. 3 of the Continuing Study of Newspaper Reading just published by the Advertising Research Foundation.

This is the first report of a complete Sunday newspaper readership study to be published by the Foundation since 1946. The 288-page report contains a reproduction of the surveyed issue, and discloses figures for two national supplements — *The American Weekly* and *This Week Magazine*—as well as for the *Enquirer's* own rotogravure magazine, independent comics section, and run-of-publication pages.

The surveyed issue contained 348 advertisements of 70 lines or more, of which 154 were national and 194 were local. Of the national ads, 55 were in color. Four local ads also used color. The newspaper contained a total of 424,912 lines. Of these, 277,136 were advertising and 147,776 were news-editorial-feature content.

Despite the differences between weekday and Sunday newspapers — number of pages, handling of departments and features, volume of advertising, use of color, etc.—the report includes a comparison of the readership scores for editorial and advertising departments in the Sunday issue of the *Enquirer* with the averages (medians) reported for 138 weekday studies in the Foundation's recently published 138-Study Summary.

The report points out that no highly accurate comparisons can be made fairly, and that no conclusions can be drawn from the comparisons offered—not only because of the differences between Sunday and weekday newspapers, but also because the figures for Cincinnati are based on just one study while those in the Summary are average percent figures for 138 studies.

In four departments, men's and women's readership of advertising in

The Cincinnati Enquirer was substantially higher than the average readership reported for the 138 dailies. These departments were display (exclusive of classified), national, local, and department store advertising. The men's score for reading any classified advertising in the Sunday paper also was higher than the average recorded for 138 dailies.

Other measurements applied included left vs. right-hand pages; reading by types of pages; reading by sections and pages. An analysis of the readership of all 248 pages in the Sunday paper reveals that men showed no preference between left and right-hand pages, and that women's left-right preference varied but little. The 32-page Pictorial *Enquirer*, the newspaper's own rotogravure magazine, enjoyed the highest overall readership of any section of the entire paper.

Never before in a Foundation newspaper study have so many color ads been measured. Only 33 color ads have been measured in all 138 weekday studies. The report cautions against drawing conclusions based on comparing color with black and white ads. Beyond all other differences between Sunday and weekday papers which may have a bearing on these comparisons, the report says there still remains the possibility that color ads may be a different breed of cats.

The Cincinnati Enquirer study is the largest for the Continuing Study of Newspaper Reading since the project began in 1939. The Continuing Study is conducted by the Foundation in cooperation with the Bureau of Advertising, A.N.P.A., which defrays partial cost of the weekday studies. In the case of the Sunday studies, the publisher of a surveyed newspaper pays all costs of his study.

Food Industries To Be Food Engineering

Beginning with the April issue, McGraw-Hill's magazine *Food Industries* will change its name to *Food Engineering*.

In announcing the change, E. D. Fowle, publisher, points out that the magazine has pioneered in the application of advanced food plant and product engineering since it was launched in 1928.



FOUNDERS of the 40-year-old Campbell-Ewald Co. greeted by newest member, Mary Ann Carney, during celebration of the firm's anniversary: Frank J. Campbell (center) who retired in 1917, and Henry T. Ewald, president of the agency.

"Food Engineering is a more specific and self-defining title for the magazine that serves the engineering needs of food processing plant management," Mr. Fowle notes. "The change in name will be accompanied by an expansion of that part of the editorial content which provides up-to-date know-how for the corporate officials, plant managers, engineers, quality control men, food technologists and others responsible for the equipping and operating of food plants."

Mr. Fowle adds that "engineering" is the common denominator that links all branches of the food field. The magazine, under its new title, hopes to serve the public by increasing the efficiency of the food industry.

Columbia's HPL to go Beyond U. S. borders

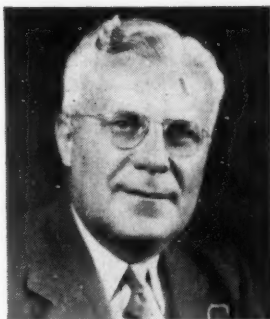
The Housewives Protective League, Columbia Broadcasting System's longtime and extensive local sponsor-participation service in the United States, will soon be expanded to encompass Canada, Mexico, South and Central America and Cuba. By February, 1953, according to J. Kelly Smith, CBS vice-president in charge of station administration, it is expected that the overall job of producing HPL programs planned for areas outside this country will have been completed.



ROBERT LAMBE is appointed general sales manager of WTAR-AM-FM-TV, Norfolk, Va. He had been commercial manager of WFMV-TV.

The HPL program services, originated in 1934, were purchased by Columbia in 1947. In the new arrangement, the programs will be broadcast in French, Spanish and Portuguese as well as in English.

The Housewives Protective League Testers Bureau was organized to pass on the acceptability of all products submitted for sponsorship. There is a bureau in the area of each station carrying an HPL program. Panels of



NEW AGENCY: Marsteller, Gebhardt & Reed, Inc., is opening offices in Chicago and Pittsburgh, May 1. Principals (left to right) are board chairman E. A. Gebhardt, president of Gebhardt & Brockson, Inc.; president W. A. Marsteller, The Marsteller Co.; executive vice-president R. S. Reed, Jr., manager of the Pittsburgh office, The McCarty Co. Other operations of the latter company, pioneer West Coast agency, will not be affected.

women listeners are set up to test the product of each prospective sponsor. The product is accepted for sponsorship on these programs if 80% or more of the testers' panels agrees that the product meets its advertiser's claims.

HLP programs now are broadcast

over CBS stations in 10 key markets: WCBS, New York City; WBBM, Chicago; KNX, Los Angeles; WCAU, Philadelphia; KMOX, St. Louis; KCBS, San Francisco; WCCO, Minneapolis-St. Paul; WTOP, Washington, D.C.; KIRO, Seattle; WRVA, Richmond, Va.

It's the Seasonin' that Does It!



Many of our advertisers date their association with WIOD back 20 years -- 15 years -- 10 years.

They've found WIOD has the "recipe" for selling their products and services. They know it's the "seasoning" we use -- the outstanding SERVICE we render Southeast Florida that gives that extra plus!

And, there's no better proof of WIOD's service than the congratulatory messages received on our 25th Anniversary January 18, 1951 from Congressmen, local and state officials, prominent citizens and just plain listeners.

Our Rep, George P. Hollingbery Co., will tell you all about it. Call 'em.



JAMES M. LeGATE, General Manager
5,000 WATTS • 610 KC • NBC

Advertiser Hedges Window Display Bet

A major problem facing the advertiser who is working on a program for 1951 is that of rising costs for materials and labor. This is particularly true in the field of point-of-purchase and window display materials where paper and lithography prices are at an all-time high. Since advertising budgets are not increasing in the same ratio as production costs, advertisers are stretching every dollar and trying to get maximum circulation for each display piece.

E. R. Squibb & Sons, estimating that displays increase sales by some 40%, is hedging its bet on a costly setup appearing in approximately 10,000 drug store windows. The company retained a top window display installation service company to assist in final planning of the actual package for the windows. The display ma-



TOP BILLING in 10,000 drug store windows is insured for this display prepared by Squibb's own merchandising department and illustrated by Mead Schaeffer.

Batten, Barton, Durstine & Osborn, Inc.

Hubbard 2-0430

1220 Statler Office Building, Boston 16, Massachusetts

Advertising

December 13, 1950

Mr. Wilmer C. Swartley
General Manager
Station WBZ TV
Boston, Mass.

Dear Bill:

We are delighted with the news that the mail count on "Living Wonders" for our client, The First National Bank of Boston, has exceeded 16,000 pieces.

This is all the more astonishing since Norman Harris merely asked his fans to drop him a card on two telecasts, without any promise of a reward or give-away.

Mr. Stanley, the bank's advertising Manager is most agreeably pleased not only with the volume but with the loyalty to which this mail attests.

You should be justly proud of the work which has been put into this telecast by your staff over the two year sponsorship period; especially since this program is one of WBZ-TV's original entries in pioneering live shows, package-produced by the station.

We feel that it is a fine public relations vehicle for the bank.

Cordially yours,

John H. Wright
TV Director

JHW:v

BOSTON • BUFFALO • CHICAGO • CLEVELAND • DETROIT • HOLLYWOOD • LOS ANGELES • MINNEAPOLIS • NEW YORK • PITTSBURGH • SAN FRANCISCO

*From many of advertising's foremost leaders
come the most complimentary statements about*

WBZ-TV Boston

CHANNEL 4

REPRESENTED BY NBC SPOT SALES

terial and instructions for installation were then distributed to key installers across the country. The advertiser thus insures uniformity, maximum circulation, and effective audience appeal once the displays reach drug store windows.

Newspaper Mat Service Set Up by Ad Council

The Advertising Council has issued its first edition of a new bi-monthly Newspaper Mat Service to all daily and weekly papers in the United States. The March-April edition of the service includes new advertisements for eight vital public service campaigns, prepared by volunteer advertising agencies. All are designed to help step up mobilization and national unity.

Stanley S. Adams, newspaper advertising director of the Council, announced the start of the new service.

In six pages of advertisements available on the Armed Forces campaign, copy by volunteer agencies Grant Advertising, Inc., and J. Walter Thompson Co., urges readers to "support and defend . . . the U.S. against all enemies" by choosing "your service now . . ." Thus, the campaign now takes on a direct and forthright recruitment appeal.

CARE ads appeal to readers to "HELP FREEDOM!" and American Economic System copy calls for readers to "STOP REDS NOW!" The CARE copy, prepared by volunteer agency N. W. Ayer & Son, Inc., points out that "Food wins friends for Freedom!" and the AES copy by McCann-Erickson, Inc., carries the

SALES MANAGEMENT

slogan "The Better We Produce the Stronger We Grow."

Another way to "mobilize for defense" is to "give now" to the 1951 Red Cross Fund, termed "America's Job of the Hour" by Secretary of Defense Gen. George C. Marshall in ads prepared for the new fund drive by Compton Advertising, Inc. All the wartime functions of the Red Cross are reiterated in this campaign.

Appeals for the purchase of Government Bonds, now definitely termed "Defense Bonds," are prepared by Foote, Cone & Belding (Chicago).

The two campaigns featured in the first edition of the Mat Service are Stop Accidents and Prevent Forest Fires, because the spring months are particularly dangerous on the highways and in the forests. Copy for these campaigns has been prepared, respectively, by Young & Rubicam, Inc., and by Foote, Cone & Belding, Inc.

Benton & Bowles, Inc., is the volunteer agency for the Better Schools ads, which point out that America's schools are truly one of "America's essential industries."

McCall's, Better Living Offer 5.4 Million Readers

A guaranteed circulation among 5,400,000 women—homemakers—is being offered advertisers via *McCall's* and *Better Living*, the new consumer magazine.

McCall's is delivering a circulation of over 4,000,000 and has just increased its guarantee to 3,900,000. *Better Living*, which will be sold through approximately 4,000 super markets operated by members of the Super Market Institute, bows in with its May issue and has a guaranteed circulation of 1,500,000. The combined total guaranteed circulation is thus 5,400,000.

In addition to readership of their advertising messages in both magazines, advertisers in the *McCall's* and *Better Living* combination will benefit from the combined promotion and merchandising activities of the two magazines. To *McCall's* promotion at the local level and its large scale in-store promotions, featured throughout the year, in the fields of food, fashion, furnishings, home appliances, health and beauty, *Better Living* will add in-store merchandising influence at the point of sale.

Advertisers will receive a special combination rate, a two percent discount based on equivalent space in both publications. Each magazine may also be bought separately at regular rates.

Advertising Success Story No. 7

How The Houston Chronicle
Sunday Comics
Single-handedly helped a new
Fruit-beverage* nearly TRIPLE
its sales in six months!



HERE'S more proof of The CHRONICLE'S tremendous selling power in the rich Houston market. Imagine a product* starting from scratch, in a highly competitive field, then capturing over 10% of all sales in a market in less than two years! Sounds fantastic, but it's true. And note that the greatest sales gain was made during the period of April to September last year when The Chronicle Sunday comics were used exclusively. Here's the whole story boiled-down:

	Product's* Percentage of Market	Advertising Performance (in Lines)
Report No. 5 (April 1 to Sept. 30, 1950)	10.4	1306 Lines CHRONICLE Comics
Report No. 4 (October 1 to March 31, 1950)	3.7	2000 Lines CHRONICLE 544 Lines POST
Report No. 3 (April 1 to Sept. 30, 1949)	2.5	7920 Lines CHRONICLE 5459 Lines POST
Report No. 2 (October 1 to March 31, 1949)	—	No linage

* Name of product upon request

From Reports of Continuing Consumer Panel
Conducted in Houston by Alfred Politz, Inc., New York

The Houston Chronicle

R. W. McCARTHY
Advertising Director

M. J. GIBBONS
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 38 CONSECUTIVE YEARS

High Spot Cities

Retail Trade Forecast For March, 1951

The volume of retail trade will reach a level of \$11.7 billion in March of this year, representing a gain of 6% over the level of March 1950. Such a relatively small gain, which falls far short of the price rise over the corresponding period, reflects primarily a reaction to the extraordinary sales levels antedating the government price freeze. While there is widespread doubt as to the effectiveness of current price controls, consumer purchasing has fallen off with the realization that the recent rapid rise in the general price level will at least be retarded by the Economic Stabilization Agency.

Reinforcing the slowing-up of retail activity is the fact, which may come as a surprise to some, that the demand for many durable consumer goods (such as automobiles and refrigerators) is approaching optimum ownership levels, corresponding to the expected levels of disposable income and the number of households. Such sales might be expected to fall about 15% below 1950 levels, even if materials were readily available. This fact is obscured by the continuing scare-buying arising out of consumer uncertainty. However, jewelry sales differs from other hard goods in that increased purchasing power will boost sales well over 1950, particularly because of the realization that there will be no repeal of the luxury tax.

Other commodities expected to increase well above last year's levels are women's apparel, particularly as the proportion of women in industry rises. Sales of men's clothing will be depressed by induction of younger men, but total sales of men's clothes will rise because of gains in general purchasing power.

Among those states reporting better than average performances for this March (as compared with March of 1950) are: Arizona, California, Connecticut, Florida, Georgia, Massachusetts, Michigan, North Carolina, Ohio, South Carolina, and Texas.

The leading cities, those with a city national index well above average, are: Fresno, Cal. 117.0; Lubbock, Tex. 116.3; Corpus Christi, Tex. 114.9; Waco, Tex. 112.8; Royal Oak-Ferndale, Mich. 111.6; Columbus, Ga. 111.0; Charlotte, N.C. 108.7; Flint, Mich. 108.6; Spartanburg, S.C. 108.4; Detroit, Mich. 108.3; Albuquerque, N.M. 108.0; Fort Worth, Tex. 107.4; Bethlehem, Pa. 107.1; St. Petersburg, Fla. 106.7; Hempstead Township, N.Y. 106.5; Passaic-Clifton, N.J. 106.5.

Sales Management's Research Department, with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. *Monthly* data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar *annual* estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1951 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1951 over 1950," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1951 over 1950" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the

same month last year, but the rate of gain may be less—or more than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1950 which equals or exceeds the national change.

RETAIL SALES (S.M. Forecast for March, 1951)

	City Index	City Index	Nat'l Index	\$
	1951	1951	1951	(Million)
	vs. 1939	vs. 1950	vs. 1950	March
	1939	1950	1950	1951
UNITED STATES				
	342.4	106.0	100.0	11726.00
Alabama				
★ Birmingham ...	392.6	107.7	101.6	32.04
★ Gadsden	474.5	109.4	103.2	4.84
Mobile	415.5	100.4	94.7	10.43
Montgomery ...	372.2	105.7	99.7	9.38
Arizona				
★ Phoenix	510.5	109.1	102.9	19.91
★ Tucson	458.3	106.5	100.5	8.80

SALES MANAGEMENT

RETAIL SALES
(S.M. Forecast for March, 1951)

City	City	City	
Index	Index	Nat'l	\$
1951	1951	1951	(Million)
vs.	vs.	vs.	March
1939	1950	1950	1951

Arkansas

Fort Smith ...	395.3	96.4	90.9	5.10
Little Rock ...	424.3	101.7	95.9	14.17

California

Bakersfield	449.3	99.6	94.0	12.76
Berkeley	320.7	102.3	96.5	8.98
★ Fresno	448.6	124.0	117.0	19.47
★ Long Beach ...	414.4	106.0	100.0	28.97
Los Angeles ...	313.9	104.2	98.3	200.29
Oakland	314.5	102.7	96.9	46.36
★ Pasadena	378.2	106.0	100.0	17.02
Riverside	412.0	101.1	95.4	5.85
Sacramento ...	322.0	99.1	93.5	20.77
★ San Bernardino	396.4	109.7	103.5	8.72
★ San Diego	426.3	109.2	103.0	33.21
San Francisco ...	293.7	101.9	96.1	91.81
★ San Jose	357.3	109.1	102.9	13.47
★ Santa Barbara .	339.5	107.5	101.4	6.45
★ Stockton	377.8	109.1	102.9	11.41

Colorado

★ Colorado Springs	335.7	108.3	102.2	5.74
Denver	312.1	104.4	98.5	45.28
Pueblo	331.2	102.1	96.3	6.16

Connecticut

★ Bridgeport	300.0	107.6	101.5	18.00
★ Hartford	287.9	107.0	100.9	25.48
Middletown ...	289.7	102.6	96.8	2.81
★ New Haven	275.5	112.3	105.9	19.59
Stamford	355.4	102.9	97.1	7.89
★ Waterbury	265.6	107.6	101.5	9.43

Delaware

★ Wilmington ...	364.2	111.3	105.0	19.30
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District of Columbia

★ Washington	342.7	110.6	104.3	112.51
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Florida

★ Jacksonville ...	401.3	108.8	102.6	24.20
★ Miami	506.9	107.2	101.1	42.63
Orlando	421.5	104.6	98.7	9.02
Pensacola	368.1	98.3	92.7	5.08
★ St. Petersburg .	497.0	113.1	106.7	13.22
★ Tampa	472.1	107.3	101.2	17.75

Georgia

★ Atlanta	347.6	107.8	101.7	48.80
★ Augusta	372.2	106.7	100.7	7.63
★ Columbus	450.8	117.7	111.0	8.70
★ Macon	358.0	109.0	102.8	7.34
★ Savannah	339.1	107.2	101.1	9.53

MARCH 1, 1951

RETAIL SALES
(S.M. Forecast for March, 1951)

City	City	City	
Index	Index	Nat'l	\$
1951	1951	1951	(Million)
vs.	vs.	vs.	March
1939	1950	1950	1951

Hawaii

★ Honolulu	365.6	109.3	103.1	23.84
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Idaho

Boise	331.1	98.6	93.0	5.96
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Illinois

Bloomington ...	317.4	101.8	96.0	5.11
Champaign- Urbana	372.9	105.5	99.5	7.57
Chicago	285.0	103.9	98.0	351.82
Danville	329.4	100.2	94.5	5.04
Decatur	317.1	103.1	97.3	8.33
★ East St. Louis .	383.8	106.2	100.2	8.29
Moline-Rock Island- E. Moline ...	347.4	103.2	97.4	10.56
Peoria	313.3	104.2	98.3	15.60
★ Rockford	351.1	109.9	103.7	12.57
Springfield	335.9	103.4	97.5	11.22

Indiana

★ Evansville	373.4	106.1	100.1	13.74
★ Fort Wayne ...	344.1	110.7	104.4	15.76
Gary	389.2	105.8	99.8	13.74
Indianapolis ...	342.9	103.4	97.5	52.70
Muncie	315.6	102.0	96.2	6.06
★ South Bend ...	414.1	111.9	105.6	16.19
Terre Haute ...	318.9	103.2	97.4	8.77

Iowa

★ Cedar Rapids ..	311.5	107.7	101.6	8.41
Davenport	308.6	99.5	93.9	8.64
Des Moines	314.8	103.5	97.6	21.12
Sioux City	303.4	102.9	97.1	9.71
Waterloo	338.5	101.8	96.0	7.82

Kansas

Hutchinson ...	321.2	100.9	95.2	4.24
Kansas City ...	319.9	104.8	98.9	9.15
Topeka	312.4	97.7	92.2	8.06
Wichita	448.8	105.3	99.3	19.48

Kentucky

★ Lexington	306.3	107.5	101.4	8.27
Louisville	353.4	105.6	99.6	37.74

Louisiana

Baton Rouge ...	475.3	94.7	89.3	10.79
New Orleans ...	385.2	102.1	96.3	49.30
Shreveport	369.2	103.9	98.0	14.14

Maine

Bangor	260.6	98.3	92.7	4.30
Lewiston-Auburn	267.8	100.6	94.9	5.57
Portland	233.4	101.3	95.6	8.73

ONE OF NEW ENGLAND'S BEST

Come'n Get It

You would expect a city ranking 63rd in size in New England to stay near par in retail sales. What happens?

Middletown with \$4,201 per family sales moves up to 17th ... \$1,211 above the national average. And shows its heels to 15 larger cities in *total retail volume*.

These indications of Middletown's sales tempo shout "Come'n get it!" And you get your big share when you use the Middletown Press, only paper covering this market.

You Always Get MORE in MIDDLETOWN

THE MIDDLETOWN PRESS
MIDDLETOWN, CONN.
OUR NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

A TEST MARKET at your fingertips

PORTLAND, ME.

- High income metropolitan market
- Excellent average cross-section population
- Good reactive market year 'round
- Blanket coverage—delivered to 19 out of 20 homes
- Key spot of Northern New England

JULIUS MATHEWS SPECIAL AGENCY
NATIONAL REPRESENTATIVES

Metropolitan
PORTLAND, MAINE
in the key county of Cumberland

THE PORTLAND
• Press Herald
• Evening Express
• Sunday Telegram



CHECK!

The LYNN ITEM, Lynn's oldest newspaper with the largest circulation and greatest advertising volume, is never too busy to help you. Advertise in a wealthy market, through a cooperative medium! Get results—check results—with the LYNN ITEM!

GET RESULTS

in **LYNN**
with the

ITEM

Only A.B.C. newspaper in Lynn, Mass.

Represented by Small, Brewer and Kent, Inc.
CHICAGO • NEW YORK • BOSTON
SAN FRANCISCO • LOS ANGELES

High Spot Cities

RETAIL SALES (S.M. Forecast for March, 1951)

City	City	City	
Index	Index	Index	\$
1951	1951	1951	(Million)
vs.	vs.	vs.	March
1939	1950	1950	1951

Maryland

Baltimore	305.0	103.9	98.0	94.49
Cumberland	263.8	101.7	95.9	4.59

RETAIL SALES (S.M. Forecast for March, 1951)

City	City	City	
Index	Index	Index	\$
1951	1951	1951	(Million)
vs.	vs.	vs.	March
1939	1950	1950	1951

Massachusetts

Boston	237.7	105.6	99.6	95.02
Fall River	262.1	105.3	99.3	8.65
Holyoke	297.8	107.0	100.9	5.30
Lawrence	262.3	101.8	96.0	7.66
Lowell	338.5	108.5	102.4	8.53
Lynn	286.1	100.3	94.6	9.67
New Bedford	273.9	107.1	101.0	9.12
Pittsfield	267.7	106.0	100.0	5.30
Salem	290.7	106.1	100.1	4.68
Springfield	256.4	108.8	102.6	17.51
Worcester	274.5	107.0	100.9	20.75

Michigan

Battle Creek	358.8	109.8	103.6	7.14
Bay City	388.7	107.0	100.9	6.88
Detroit	404.5	114.8	108.3	219.44
Flint	352.0	115.1	108.6	20.59
Grand Rapids	360.0	110.7	104.4	23.68
Jackson	326.3	110.7	104.4	7.44
Kalamazoo	345.7	112.1	105.8	10.13
Lansing	360.0	111.2	104.9	13.68
Muskegon	320.4	110.7	104.4	6.12
Pontiac	329.5	110.1	103.9	8.37
Royal Oak-Ferndale	437.9	118.3	111.6	7.75
Saginaw	298.0	110.2	104.0	8.73

Minnesota

Duluth	242.3	103.0	97.2	9.50
Minneapolis	292.8	105.0	99.1	64.30
St. Paul	256.9	101.4	95.7	35.12

Mississippi

Jackson	461.5	105.5	99.5	9.83
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Missouri

Kansas City	365.5	104.4	98.5	67.00
St. Joseph	290.3	106.2	100.2	6.85
St. Louis	308.2	103.6	97.7	88.88
Springfield	372.2	106.2	100.2	7.89

Montana

Billings	394.1	103.2	97.4	5.99
Butte	228.3	97.6	92.1	4.68
Great Falls	339.2	103.6	97.7	5.63

Nebraska

Lincoln	333.5	101.5	95.8	10.64
Omaha	333.0	110.1	103.9	28.64

Nevada

Reno	334.2	95.4	90.0	6.25
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New Hampshire

Manchester	290.5	102.2	96.4	7.99
Nashua	261.9	101.2	95.5	3.09

BIGGEST PAY ENVELOPES IN STATE

Industrial wages in this area are higher than in any other area in the state...*

Holyoke City Zone has its full share of this industrial wealth—with a concentration of 200 broadly diversified plants employing more than 30,000 workers.

The city zone's industries run at full blast in war or peace... and its 31,200 families offer a steady market year after year for advertisers of both staple products and the larger quality items. Retail sales currently total \$85,208,000... with \$24,966,000 being spent for food alone.

Holyoke City Zone families are good families to cultivate—which can be done effectively only through their own newspaper... The Transcript Telegram. It's a daily must in more than 25,000 city zone families.

The Holyoke Transcript-Telegram HOLYOKE, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

* Sales Management Survey of Buying Power

RETAIL SALES (S.M. Forecast for March, 1951)				
City Index	City Index	City Nat'l Index		\$ (Million)
1951	1951	1951	vs. 1939	vs. 1950

New Jersey

Atlantic City ..	283.8	102.8	97.0	10.33
★ Camden	333.3	108.8	102.6	13.40
Elizabeth	302.2	104.9	99.0	11.09
Jersey City-				
Hoboken	243.2	97.5	92.0	22.98
★ Newark	261.4	107.4	101.3	53.15
★ Passaic-Clifton .	341.6	112.9	106.5	12.98
★ Paterson	293.4	107.8	101.7	16.49
Trenton	295.9	100.6	94.9	15.77

New Mexico

★ Albuquerque ..	716.3	114.5	108.0	13.61
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New York

Albany	320.9	101.0	95.3	19.83
Binghampton ..	274.6	95.6	90.2	9.50
★ Buffalo	296.9	106.5	100.5	60.56
Elmira	275.3	101.2	95.5	6.03

RETAIL SALES (S.M. Forecast for March, 1951)				
City Index	City Index	City Nat'l Index		\$ (Million)
1951	1951	1951	vs. 1939	vs. 1950

New York (cont.)

★ Hempstead				
Township ...	576.6	112.9	106.5	55.58
Jamestown	297.1	105.2	99.2	5.08
New York	281.4	104.4	98.5	732.28
Niagara Falls ..	301.0	105.6	99.6	8.70
Rochester	259.4	100.5	94.8	35.82
Schenectady ...	301.6	95.8	90.4	11.01
★ Syracuse	275.2	109.3	103.1	23.78
Troy	328.1	101.8	96.0	9.12
Utica	302.4	105.5	99.5	11.13

North Carolina

Asheville	341.9	105.0	99.1	7.18
★ Charlotte	464.7	115.2	108.7	18.03
Durham	351.2	101.8	96.0	7.13
★ Greensboro ...	561.2	112.5	106.1	12.74
★ Raleigh	410.1	106.0	100.0	8.53

NO DIETING

Housewives in the Pittsfield Metropolitan Area spend \$167 more for food than the average U. S. housewife . . . a total of \$32,689,000.

The area's food-buying habits alone promise a rich return on your advertising investment. But there's extra insurance!

You get plus coverage — over 100% of the city zone . . . more than 700 of every 1,000 families in the entire Metropolitan County Area. And top-ranking readership . . . as well as tremendous support from retail advertisers.

All these statements can be fully proved. Get all the facts from this newspaper or its representatives.

THE BERKSHIRE EAGLE PITTSFIELD, MASS.

Represented by
The Julius Mathews Special
Agency, Inc.

**Take a Tip
from Men Who Sell
\$115,083,000
of Merchandise**

The richest families in big industrial Essex County are concentrated in Salem City Zone—44,430 families . . . embracing 164,000 people . . . with a total income of \$206,838,000 and \$115,083,000 retail sales.

The only way of selling these people is the way Salem's successful retailers sell them—through their own newspaper, The Salem Evening News . . . with local news impact all across the market. They use this newspaper because nothing equals local advertising for bringing people to local stores.

THE SALEM EVENING NEWS SALEM, MASS.

Represented by
The Julius Mathews Special Agency,
Inc.



HIGHSPOT Among New Jersey Markets

For the seventh consecutive month, Passaic-Clifton leads all other major New Jersey cities with the greatest percentage gains in retail sales . . . this month 12.9% higher than March, 1950, according to Sales Management forecasts. During these seven months, retail sales have averaged 15% greater than the same period a year ago.

Sales Management estimates have rated Passaic-Clifton a "Preferred" City 16 times in the last 17 months . . . a record unsurpassed in New Jersey. This month, the sales increase of Passaic-Clifton is 6.5% greater than the national average . . . highest in the state. This consistently higher retail volume stamps Passaic-Clifton as the HIGHSPOT of New Jersey's "Preferred" Cities.

One of Industrial North Jersey's principal shopping centers, Passaic-Clifton . . . with The Herald-News, its only daily newspaper . . . is your best bet for increased sales in New Jersey this month.

THE HERALD-NEWS

51,497—ABC 9/30/50 OF PASSAIC-CLIFTON, N. J.

Represented by The Julius Mathews Special Agency

MARCH 1, 1951

You can't cover the South's No. 1 State — North Carolina — without the Salisbury POST because *ONLY* the Salisbury POST covers North Carolina's No. 1 Per Capita Retail Market.

Plus outstanding merchandising support

Write for BRAND PREFERENCE SURVEY



WARD-GRIFFITH COMPANY
Representatives

**WE'RE IN A RUT
AND DO
WE LIKE IT!**

At the awarding of the 1950 N. C. Press Association's FIRST PRIZES, three of the four top awards went to the Winston-Salem newspapers:

FIRST in 1950 Spot News Reporting!
FIRST in 1950 Feature Writing!
FIRST in 1950 News Photographs!

For the past five years, the Winston-Salem Newspapers have won 11 out of 20 FIRST PRIZES!

More than all other North Carolina's Daily Newspapers Combined.

WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL
MORNING SUNDAY EVENING

National Representative: KELLY-SMITH COMPANY

**High
Spot
Cities**

RETAIL SALES

(S.M. Forecast for March, 1951)

City Index	City Index	City Nat'l Index	\$
1951	1951	1951	(Million)
vs. 1939	vs. 1950	vs. 1950	March 1951

North Carolina (cont.)

★ Salisbury	325.3	110.8	104.5	2.96
★ Wilmington	322.5	107.9	101.8	3.87
Winston-Salem	338.2	103.2	97.4	8.05

North Dakota

Fargo	351.2	97.9	92.4	5.83
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RETAIL SALES

(S.M. Forecast for March, 1951)

City Index	City Index	City Nat'l Index	\$
1951	1951	1951	(Million)
vs. 1939	vs. 1950	vs. 1950	March 1951

Ohio

★ Akron	330.1	109.4	103.2	29.18
★ Canton	327.6	109.1	102.9	13.99
★ Cincinnati	309.4	108.5	102.4	58.11
★ Cleveland	296.0	106.7	100.7	101.42
Columbus	314.7	96.5	91.0	40.85
★ Dayton	331.0	106.1	100.1	28.73
★ Mansfield	339.4	111.4	105.1	5.94
Springfield	320.4	98.5	92.5	8.01
★ Toledo	332.9	107.0	100.9	35.72
★ Warren	360.5	110.0	103.8	6.38
★ Youngstown	300.2	109.4	103.2	19.51

Oklahoma

Bartlesville	325.4	101.4	95.7	2.18
Muskogee	314.3	103.0	97.2	3.30
★ Oklahoma City	365.6	108.7	102.5	27.35
Tulsa	386.1	102.0	96.2	21.35

Oregon

★ Eugene	483.0	113.3	106.9	7.10
Portland	324.9	104.8	98.9	48.61
Salem	361.2	92.5	87.3	5.96

do it the easy way



How fast do you get to the top of Delaware County's "stacked-up" retail market? Go the slowpoke, expensive way with the nearby Philadelphia newspapers . . . or **TAKE THE EASY WAY** with the direct, streamlined, low cost Chester Times. Unquestionably, you'll get there "fastest for the least" with the greater pulling power of Delaware County's only hometown daily . . .

Chester Times

National Representatives, STORY, BROOKS & FINLEY

SALES MANAGEMENT

Why ALTOONA Is The Ideal TEST MARKET!

Many important factors make Altoona, Pa., a good test market. It's well isolated from other cities. It has typical distributive outlets, citizens with average incomes, splendid mixture of industry and farming, excellent year-round stability and a good record as a test city. Also, the Altoona Mirror is a cooperative evening newspaper. It completely blankets the market.

Altoona Mirror.

**ALTOONA'S ONLY
EVENING NEWSPAPER**

Richard E. Beeler
Advertising Manager

**To sell Norristown,
Penna., as Norris-
town retailers and
Philadelphia depart-
ment stores
do—you MUST use
the newspaper
on the inside...
the one and only**

**NORRISTOWN^{Pg}
TIMES-HERALD**
NORRISTOWN, PENNA.

Represented Nationally By
The Julius Mathews
Special Agency

RETAIL SALES (S.M. Forecast for March, 1951)

City	City	City	
Index	Index	Index	\$
1951	1951	1951	(Million)
vs.	vs.	vs.	March
1939	1950	1950	1951
Pennsylvania			
★ Allentown	321.5	108.5	102.4
Altoona	258.2	103.8	97.9
★ Bethlehem	365.0	113.5	107.1
Chester	323.4	94.0	88.7
★ Erie	368.3	107.5	101.4
Harrisburg	316.1	100.4	94.7
Johnstown	274.4	103.5	97.6
★ Lancaster	263.6	106.5	100.5
Norristown	305.8	105.6	99.6
Oil City	179.7	96.7	91.2
★ Philadelphia	315.7	108.5	102.4
★ Pittsburgh	315.3	112.1	105.8
Reading	323.8	105.2	99.2
★ Scranton	268.4	106.4	100.4
Wilkes-Barre	255.6	95.9	90.5
York	276.2	102.3	96.5
Rhode Island			
★ Providence	270.3	110.5	104.2
Woonsocket	272.0	104.4	98.5
South Carolina			
Charleston	344.3	102.8	97.0
Columbia	377.9	99.0	93.4
★ Greenville	419.2	111.5	105.2
★ Spartanburg	473.0	114.9	108.4
South Dakota			
Aberdeen	472.7	101.9	96.1
Sioux Falls	350.0	103.9	98.0
Tennessee			
Chattanooga	324.6	105.7	99.7
Knoxville	349.1	105.8	99.8
★ Memphis	386.1	112.1	105.8
★ Nashville	347.6	106.0	100.8
Texas			
★ Amarillo	518.1	110.1	103.9
Austin	412.6	96.8	91.3
Beaumont	458.9	101.3	95.6
★ Corpus Christi	504.6	121.8	114.9
Dallas	424.0	105.7	99.7
★ El Paso	469.6	110.0	103.8
★ Fort Worth	464.9	113.8	107.4
Galveston	354.0	93.5	88.2
★ Houston	452.8	108.0	101.9
★ Lubbock	601.2	123.3	116.3
★ San Antonio	428.0	108.8	102.6
★ Waco	492.5	119.6	112.8
Wichita Falls	364.9	104.5	98.6

MANNA for MANY

When only a few people eat well, it doesn't help volume food sales much. But when an abundance of good food is bought by many—UP go your sales. The middle-income multitudes of prosperous Woonsocket are heavy food spenders — 16% more so than R. I. families as a whole. Reach 'em all with their one local daily, blanketing the market, the —

WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM
COVERS RHODE ISLAND'S PLUS MARKET

COMING MAY 10TH

**SURVEY
of
BUYING POWER**

"Golden Belt of the South"

BIG

MARKET
MONEY
COVERAGE

★ Big Third of North Carolina. Rich urban-rural section. Farm Income \$466 Million—58.9% of N. C. Total.*

★ Retail Sales, \$639 Million—30% of N. C. Total. Raleigh, the Capital, leads the biggest N. C. cities in Per Family Income, \$6464.*

★ Raleigh News and Observer has more circulation in the Golden Belt than the combined total of the other 13 daily papers.

*(SM, 5/10/50)

The Raleigh
News and Observer
MORNING & SUNDAY
Raleigh, North Carolina

113,277 Morning

116,910 Sunday

(ABC, 9/30/50)

The ONLY Morning- and -Sunday news-
paper Published in The Golden Belt
of the South

REP: THE BRANHAM COMPANY

High Spot Cities

RETAIL SALES (S.M. Forecast for March, 1951)

City	City	City	
Index	Index	Index	\$
1951	1951	1951	(Million)
vs.	vs.	vs.	March
1939	1950	1950	1951

Utah

★ Ogden	358.5	109.4	103.2	5.70
Salt Lake City	321.7	102.1	96.3	19.88

Fast cure for slumping sales



LOCAL COVERAGE. San Giorgio is an aggressive concern with regional distribution. On GOA panels their ads are every bit as good . . . get exactly the same treatment . . . as the campaigns of the biggest national advertisers. This company has learned from experience about the effectiveness of Outdoor Advertising. Write for

their story . . . the interesting and valuable facts . . . today. General Outdoor Advertising Co., 515 S. Loomis St., Chicago 7, Illinois.

★Covers 1400
leading cities
and towns



RETAIL SALES (S.M. Forecast for March, 1951)

City	City	City	
Index	Index	Index	\$
1951	1951	1951	(Million)
vs.	vs.	vs.	March
1939	1950	1950	1951

Vermont

Burlington	287.0	101.9	96.1	3.96
Rutland	247.9	95.8	90.4	2.33

Virginia

Lynchburg	298.3	104.7	98.8	5.19
Newport News	384.4	100.7	95.0	5.92
Norfolk	404.2	102.0	96.2	20.94
Portsmouth	443.3	101.1	95.4	5.94
Richmond	293.8	96.1	90.7	25.94
Roanoke	398.6	104.9	99.0	11.76

Washington

Seattle	322.5	101.9	96.1	54.80
Spokane	314.0	103.7	97.8	16.80
★ Tacoma	331.6	106.0	100.0	14.89
Yakima	331.2	101.2	95.5	6.16

West Virginia

Charleston	325.8	97.8	92.3	11.63
Huntington	334.3	101.3	95.6	8.49
★ Wheeling	312.7	106.2	100.2	8.13

Wisconsin

★ Appleton	339.2	106.0	100.0	4.41
Green Bay	303.7	101.2	95.5	6.53
Madison	291.4	100.1	94.4	10.52
Milwaukee	307.2	103.4	97.5	72.17
Racine	346.6	99.5	93.9	7.59
Sheboygan	285.8	100.6	94.9	4.23
Superior	265.8	105.5	99.5	3.19

Wyoming

Casper	446.3	104.6	98.7	4.24
Cheyenne	376.8	103.2	97.4	4.22

RETAIL SALES (S.M. Forecast for March, 1951)

City	City	City	
Index	Index	Index	\$
1951	1951	1951	(Million)
vs.	vs.	vs.	March
1941	1950	1950	1951

CANADA

	248.4	106.0	100.0	657.20
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Alberta

★ Calgary	353.4	108.3	102.2	14.10
★ Edmonton	377.4	118.6	111.9	13.89

British Columbia

★ Vancouver	330.4	106.1	100.1	11.17
Victoria	283.7	101.8	96.0	8.00

SALES MANAGEMENT

RETAIL SALES (S.M. Forecast for March, 1951)				
City	City	Nat'l		
Index	Index	Index	\$	
1951	1951	1951	(Million)	
vs.	vs.	vs.	March	
1941	1950	1950	1951	

CANADA (cont.)

Manitoba

Winnipeg	254.2	96.6	91.1	26.69
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New Brunswick

Saint John	203.7	96.5	91.0	3.87
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Nova Scotia

Halifax	249.9	105.5	99.5	9.82
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Ontario

Hamilton	236.9	105.6	99.6	15.85
★ London	243.6	111.5	105.2	7.48
Ottawa	200.0	97.0	91.5	12.54
★ Toronto	250.8	116.0	109.4	77.14
★ Windsor	231.7	107.3	101.2	9.57

Quebec

★ Montreal	266.6	112.0	105.7	80.90
Quebec	281.3	105.8	99.8	11.42

Saskatchewan

Regina	283.2	99.2	93.6	8.27
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Fistful of Ideas For "Armed Camp" Ads

Unless you've joined the boys in production who're not convinced that you should advertise right now because you're "oversold," you'll still want your advertising manager to compete for the 1951 Putman Award.

Now in its fourth year, the Putman Award, provides advertising managers with a cash incentive (\$1,000 first prize) to demonstrate industrial advertising's effectiveness. Top management men, who exercise the power of life or death over advertising budgets, select the Putman winners.

If your current goal is not an increase in sales, what should you expect of your 1951 industrial advertising? The brochure announcing the 1951 Putman Award competition gives you a fistful of ideas. It also provides concise case histories on the first prize and nine other 1950 winners. For a free copy of this brochure write to Blaine G. Wiley, executive secretary, National Industrial Advertisers Association, 1776 Broadway, New York 19, N. Y.

MARCH 1, 1951



The President and the Press

People used to compliment the parents of a new baby with the remark that some day he might be President.

The Localnews daily still regards Mr. & Mrs. Average Citizen's newest offspring as if he were a sure bet for the Presidency . . . gives him a good press all his life.

Frequently it announces his birth in a separate news story, with its own headline. And keeps him in the news thereafter . . . reporting his progress in church, school and junior groups . . . his social, fraternal, business and political activities . . . his marriage and family life.

The Localnews daily is Everyman's . . . and woman's . . . biographer. It is the only medium in America in which the average people who keep the Nation's cash registers ringing are always "big shots" . . . presidents. No wonder people prefer local news most of all . . . and thereby make it the basic advertising medium.

"LOCALNEWS DAILIES—basic advertising medium"

The Julius Mathews Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • CHICAGO • PHILADELPHIA
BOSTON • DETROIT • PITTSBURGH • SYRACUSE

GROCERY INVENTORY in BAYONNE



In order to further establish Bayonne, N. J. as Metropolitan New York's No. 1 test market, THE BAYONNE TIMES is conducting a series of ten-week continuing analytical studies of the movement of grocery store products in a cross section amounting to 10 per cent of all Bayonne retail outlets.

Send or call for complete details of current and contemplated grocery store surveys.

THE BAYONNE TIMES
"Bayonne cannot be sold from the outside"
NATIONALLY REPRESENTED BY
BOGNER & MARTIN

**Make your reports, proposals,
presentations more effective!**



CLAREPORT®

**PRESENTATION
COVERS***

Full size clear acetate cover for smart visibility. Back cover sturdy, attractive Beau Brilliant in 8 colors. Sheets are held with simple, invisible brass fasteners. Stock size holds up to 100 sheets, size 11x8 1/2. (Other sizes to order). Only 18c each (for 1,000) 25c each (for 100). We can also imprint your name at small additional cost.

Please write for free sample, SM-4.

Exclusive with

The Belford Co., 68 Greene St., N. Y. 12

We also specialize in all types of custom-made binders, portfolios and presentation covers. Tell us your problem—we'll help you solve it quickly and inexpensively. *U. S. Patent #2480917

SALES MANAGER WANTED

With Commercial Refrigerator experience preferred. Good salary, plus automobile, traveling expenses and Bonus. Write application yourself in pen and ink fully explaining experience, family, past jobs, references, age.

Ed Friedrich Sales Corporation
P.O. Box 1540, San Antonio, Texas

Too Much Paper Work

(Continued from page 39)

planning. And, incalculably, it cuts down correspondence, paper work, queries to regional offices and headquarters. By putting themselves in the place of the man in the field and, in effect, answering his questions in advance, the headquarters sales personnel are able to save him a lot of effort.

Says Mr. Lazarus: "We want to unburden the salesman of all possible detail, even though it may mean taking on more in the head office. It is advisable to have in the office additional capable young women to handle routine if it will free the salesman for his job of working with the customer."

The letter in duplicate is an illustration of how taking thought in the office may save time in the field. A month ago all headquarters personnel of the company, East and West, and in regional offices were notified that, effective at once, when corresponding with floor covering salesmen where a reply is required, the letter should go out in duplicate.

The salesman was informed how this would save time for him. He would simply insert a carbon paper

between the two copies and note his reply, keeping the original and forwarding the copy back to the sender. Advantages are obvious: immediate reply with a minimum expenditure of time and effort, record of original letter and reply on one sheet for the salesman, no digging around for stationery.

The suggestion which led to instituting this practice came from one of the field men. They are encouraged to be frank in criticizing what seems to be unnecessary paper work and to come up with improvements in procedure if they can.

The routine described has resulted in greatly reducing detail work in the field. It has saved many an hour for the salesmen and for regional managers. Realizing that headquarters is making every effort to spare them detail and paper work, the men attend with a better grace to the portion that is inescapable. Receiving fewer communications, all boiled down to essentials, they pay far greater attention to what is received, knowing that only what is necessary and important is sent. Morale is improved because the men know the home office is taking care to remove all troublesome impediments to increase the number of hours spent face to face with customers.



"Good Grief, don't tell me You got my job?"

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General Auto Rental Co.	60	Redbook Magazine	54-55		
Agency: Samuel Taubman & Co.		Agency: Ellington & Company, Inc.			
General Outdoor Advertising	92				
Agency: McCann-Erickson, Inc.					
James Gray, Inc.	2				
Agency: Hickey Murphy St. George, Inc.					
Greensboro News & Record	51				
Agency: Henry J. Kaufman & Associates					
Grayvan Lines, Inc.	2nd Cover				
Agency: Beaumont & Holman, Inc.					
Heinn Co.	20				
Agency: L. M. Nohr Agency					
Holiday	13				
Agency: Batten, Barton, Durstine & Osborn, Inc.					
Holyoke Transcript Telegram	88				
Homeowners Catalogs	24-25				
Agency: Albert Frank-Guenther Law, Inc.					

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Young man, former State Department employee, invites challenging position in sales or advertising (with experience in both).

Will locate anywhere for reliable and established firm. Veteran, married, 30, MA Degree, excellent college record. Speaks French and German fluently. Write Box #2766, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES AND ADVERTISING

MANAGER. Unequivocally recommended by Moser & Cotins Advertising Agency, Utica, N. Y. Long associated with nationally advertised products in packaged goods field. Age 39. For resume, contact T. R. Garry, same address.

★ Available! Outstanding ADVERTISING-SALES PROMOTION MGR. with Civilian and Defense Experience

Highly productive 20 year record planning, executing full advertising, sales promotion, training programs for two leading manufacturers of industrial, agricultural, mass market products and top steel and aluminum producers. Personable, work horse type, known for results. East or South. Reasonable salary. Box 2749, Sales Management, 386 Fourth Ave., New York City.

COMMENT

LIKE THE COMMON COLD . . .

"paper work" seems to afflict salesmen almost everywhere. We believe the lead article in this issue, therefore, is particularly timely.

If no systematic and purposeful effort has been made to control the timing, the volume, and the nature of reports, bulletins, letters and other communications between the home office (or branch office headquarters) and the sales force, chances are the men are desk-bound for too many valuable hours that might better be spent in the presence of buyers.

In the coming months we're going to have a host of new line changes, priority matters, expediting problems, and so on, which will occasion a new flood of mail to the men in the field. Thus an already bad situation may be aggravated beyond reason.

Perhaps you can adopt the plan worked out by Pabco (page 37) to your own uses. It's simple, it speeds routine, and it contributes in no small measure to the salesmen's morale.

BUTTERED SIDE DOWN

You don't have to sniff twice to smell trouble ahead for somebody when a bitter competitive fight like the butter-margarine battle breaks out.

SM claims no more than a B-plus average on prediction, but our recorded suspicions about the unsound position of the butter industry in this fight, and the possible grave consequences that might arise out of it, were right on the button.

The lead feature article in the February issue of *Country Gentleman* ("Does Butter Have a Future?") shows how butter consumption has declined from 16.9 lbs. per capita in 1940, to 10.9 in 1945, and 10.5 in 1950. At the same time margarine consumption has grown from 2.4 lbs. per capita in 1940 to 4 lbs. in 1945 and 6.1 lbs. in 1950.

Says this article, at one point: "After the war margarine went to town, despite—or, some say, because of—the legislative fight waged against it by the dairy industry. You'll find many leaders in the dairy business who now feel that the butter-oleo battle was a serious mistake. 'We gave oleo millions of dollars' worth of free publicity. . . . We antagonized consumers. . . . We helped sell oleo, not butter.' These are some typical reactions. Margarine came out of the struggle with a political victory and a gain of 100% in per capita consumption."

Such confession—on the part of the dairy men quoted—may be good for the soul, but the damage is done.

On SM's editorial page, February 15, 1948, we said: "The dairy groups that have succeeded so well in hamstringing the manufacture and distribution of a competitive product do not seem to understand that, where the selfish interests of one industry are at odds with the public

interest, the continued support of selfish attitudes will sooner or later kick back in their own teeth in the form of public ill-will. . . .

". . . . Today the public interest calls for maximum production of fats and oils. Thousands are living on a diet which is sub-standard in fat and oil content. The idea of the dairy industry's supporting discrimination against margarine through pressure on legislators in the face of these facts is so repugnant and so infuriating that even people who have little direct interest in the issue are coming out in support of the margarine industry on the basis of principle alone."

We believe quite sincerely that the favorable publicity for margarine which was stirred up by the legal controversy was, indeed, worth millions of dollars. Heaven knows how many people were induced to buy margarine at that time because they began to hear about its purity standards and its vitamin content. Margarine association headquarters must have half a warehouse full of clippings of articles from magazines in the home-making field alone.

We believe, further, that if the butter people had taken the money they put into the anti-margarine lobby and had invested it instead in a constructive promotion and advertising campaign to sell more butter, they would be in a much happier position today. At least in this country, praise Allah, you don't win and maintain a strong good will and sales position by barricading yourself behind discriminatory legislation. You do it by finding ways to make *service* your competitive advantage.

WE'VE COME A LONG WAY

We've just had a steady diet of meeting luncheons for the past week. While our mind wandered from what the various speakers had to say we became aware that at each head table recently we'd seen red hot competitors in various industries sitting side-by-side, and seemingly, enjoying the company of each other.

It wasn't always this way, we were reminded at one of these luncheons. The organizer and first president of what is now the National Industrial Advertisers Association, Philip Kobbe, tells a story that sounds ridiculously funny—now.

Mr. Kobbe was advertising manager of Rand Drill Co., and "our hated competitor was the Ingersoll Sargent Drill Co. In those days it was the fashion for competitors to hate each other. So . . . I naturally hated a man named Morse, the advertising manager of Ingersoll . . . although neither of us had ever seen the other.

"In the bottom right hand corner [of an Ingersoll ad] was a small checkerboard with the caption, 'Your move next.' Of course, Rand followed up that challenge with its own little checkerboard with the invitation, 'And now you move.'"

That was straight-from-the shoulder competitive selling in 1904.

To Every Management Engaged in Defense Production



Time is on the side of those who use it best!

The one element common to all defense production is time...and nothing saves time like Airfreight

TANKS... planes... ammunition... electronic equipment—no matter what you're contributing to the armed services, **time** is an all-important element.

One late part out of hundreds can keep a tank from rolling forth on schedule, delay the launching of a ship or a plane. One late company, out of hundreds of contractors and sub-contractors working together on a piece of war equipment, can undo the efforts of all.

When time is at such a premium, the speed and other advantages of Airfreight should be utilized whenever possible by every company engaged in defense production. Already the government and the armed services are showing the way, making ever-increasing use of Airfreight on key projects, saving countless precious hours.

Let an American Airlines representative show you how Airfreight can expedite your production and delivery problems as successfully as our Flagships carry your expeditors. There's never been a time when **saving time** meant more. There's never been a time when Airfreight was so important.



FIRST AND FOREMOST—**AMERICAN AIRLINES** *Airfreight*

***To get the sales volume
you need, get the facts of the***

Chicago Tribune Consumer-Franchise Plan



Today's pattern in retailing—fewer brands per classification, increasing reliance on self service, closer attention to turnover and volume—reveals the inadequacy of "token" advertising.

What retailers want to sell is what their customers want to buy. They cannot be expected to stock and push a line with only a smattering of advertising behind it.

To keep up with the changes in retailing, advertising must build a consumer franchise — enjoyment of an important share of the day-in, day-out buying by consumers. It must bring enough pressure on consumers to keep

them buying your brand in the face of competitive promotion.

To help advertisers in the Chicago market, the Chicago Tribune has developed a sound procedure that can develop the consumer franchise for your brand that will get it stocked and pushed by retailers. It is based on the retailer's need and point of view. It results in larger orders and savings in delivery costs.

Developed for use in Chicago and highly productive here, the plan can be used in any market. It gives you the benefit of the retailer's own promotion without resort to deals or cut prices. It works

in the big-unit field as well as in the packaged-goods field.

Here is a plan that you can use to get immediate sales volume. It can give you a strong market position for future expansion. It will strengthen your present methods. It will win the support of your sales staff and distributive organization.

This is the kind of a program that has special appeal to executives faced with high break-even points. If you want to know how it can be used in your business, a Tribune representative will be glad to tell you about it. Ask him to call. Do it now while the matter is fresh in your mind.

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